



Philadelphia Housing Authority
Building Beyond Expectations

2002-2003 Accomplishments Report & MTW Annual Report

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PHILADELPHIA HOUSING AUTHORITY
MOVING TO WORK DEMONSTRATION PROGRAM
ANNUAL REPORT
FOR
YEARS ONE AND TWO

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Priorities and Goals

Over the past five years, the Philadelphia Housing Authority (PHA) has developed and substantially implemented a comprehensive plan to revitalize its family and senior developments, reform the Housing Choice Voucher (formerly known as Section 8) program, expand supportive services to residents, and dramatically improve its management systems at all levels of the agency. All of these redevelopment, supportive service and management improvement activities are based on a "blueprint" documented in the PHA's Strategic Operating Plan, which is updated annually.

This 2002-2003 Philadelphia Housing Authority Accomplishments Report provides a summary of the achievements of PHA in each of the major Strategic Operating Plan areas. The report is compiled with data obtained from PHA's Strategic Operating Plan and internal Management Reports. These information sources include written reports and documents by each department that specifically address PHA's plan objectives.

Effective April 1, 2001, the Philadelphia Housing Authority (PHA) became one of thirty-two participants nationwide in the Moving To Work Demonstration Program. Congress established the Moving To Work Demonstration Program (MTW) in 1996. Through designation as an MTW agency, participating housing authorities are given substantial budget flexibility and regulatory relief in order to facilitate accomplishment of national and locally determined MTW goals.

MTW National and Local Objectives

The national MTW objectives established by Congress include providing public housing authorities with the ability to:

- Design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in federal expenditures;
- Give incentives to families with children whose heads of household

are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,

- Increase housing choices for low-income families.

PHA has adapted and modified these national objectives to meet the unique local circumstances and needs of the City of Philadelphia. The specific local objectives established for the seven-year MTW program in Philadelphia include the following:

1. Reform the existing HCV and Public Housing Programs to

improve and increase the supply of quality affordable housing throughout the City of Philadelphia.

2. Revitalize neighborhoods where MTW and MTW-eligible residents reside.
3. Develop a MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
4. Establish a Quality of Life Program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of public housing residents, Section

MTW Priority 1: Reform the existing Housing Choice Voucher program and public housing programs.

Goal 1: Achieve excellence in property management.

Goal 2: Achieve excellence in the management of the Housing Choice Voucher program and enforce program compliance.

MTW Priority 2: Revitalize neighborhoods where MTW and MTW-eligible residents reside.

Goal 3: Develop affordable quality housing that supports balanced communities.

MTW Priority 3: Develop an MTW family program to furnish comprehensive economic self-sufficiency services to eligible MTW families.

Goal 5: Engage other institutions to leverage resources and assist in promoting economic enhancement and supportive services for PHA residents.

Goal 9: Expand inter-governmental initiatives to enhance the ability of PHA to deliver sound and effective public service.

MTW Priority 4: Establish a quality of life program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of public housing residents, voucher and landlord participants and PHA, to one another and the broader community.

Goal 4: Implement public safety programs that promote the well-being of our neighborhoods and the accountability of program participants.

MTW Priority 5: Establish efficient operating procedures and implement cost-saving strategies.

Goal 6: Improve the productivity and cost effectiveness of PHA operations.

Goal 7: Improve program compliance, reporting, performance and accountability.

Goal 8: Maximize the use of technology to improve the efficiency and accountability of PHA operations.

8 participants, Section 8 landlords, and the PHA to one another and to the broader community.

5. Establish efficient operating procedures and implement cost-saving strategies.

The primary focus of PHA's MTW initiative is to help families achieve self-sufficiency and to improve and increase the stock of quality affordable housing throughout the city. Through MTW and related initiatives, PHA will continue to expand the provision of convenient and comprehensive services to families to assist them in reaching their full poten-

tial, with an emphasis on education, job training and placement, self-sufficiency, and preparation for homeownership. PHA's program will also continue to promote the revitalization of neighborhoods where MTW and MTW-eligible families live.

PHA's MTW objectives are part of a broader set of goals and objectives described in detail in the agency's Strategic Operating Plan (SOP). Prior to its designation as an MTW agency, PHA prepared and published a comprehensive, agency-wide SOP that provides a detailed "blueprint" for agency goals,

objectives and tasks in every major area of agency operations. The SOP establishes a series of four "key principles" and nine goals to guide PHA activities over the next several years. These goals and key principles are complementary to PHA's MTW objectives.

The report identifies, highlights and summarizes the documented accomplishments achieved under each of the nine goals outlined in the Strategic Operating Plan during the fiscal year from April 1, 2002 through March 31, 2003.

Executive Summary



Richard Allen Phase III Grand Opening

Over the past year, the Philadelphia Housing Authority (PHA) continued to make dramatic strides in accomplishing its core mission and meeting its Strategic Operating Plan objectives. This report provides a summary of major agency accomplishments for the fiscal year period from April 1, 2002 through March 31, 2003. The accomplishments described in this report underscore the dramatic progress made over the past five years in revitalizing PHA communities, expanding the provision of employment, training and other services to PHA residents, upgrading the Housing Choice Voucher Program, building partnerships with local organizations, and implementing improvements throughout all levels of PHA's management operations.

Some of the most significant accomplishments noted in the report include:

- PHA revitalization efforts provided an economic development engine for the City of Philadelphia, generating hundreds of jobs for PHA and neighborhood residents, and over **one billion dollars** in completed and currently underway construc-

tion activity. The multiplier effect of these construction activities represents billions of dollars flowing through the local and regional economy.

- PHA received a major endorsement of the soundness of its fiscal and management operations from **Standard & Poor's** rating service. After a thorough review of PHA operations, Standard & Poor's gave PHA a "strong" rating, the highest rating awarded to a public housing authority.
- PHA continued to far exceed HUD guidelines for contracting with minority and women owned business enterprises (MBE/WBE), awarding 40.6% of all contracts to those firms. That translated to nearly \$47 million in business for MBE/WBE companies in this calendar year, and brought PHA's three-year aggregate to 40.9% with a value of more than \$82 million.
- An intensive Office of Inspector General (OIG) audit of PHA's procurement practices - lasting more than two years - found that more

than 99.7% of all contracts were in total compliance with HUD rules and regulations. This meant that of \$158 million, auditors questioned only \$458,000 in awards. PHA and the HUD field office continue to work together to resolve the remaining expenses. Similarly, an OIG audit of PHA's Human Resources Department showed that PHA completely adhered to HUD guidelines.

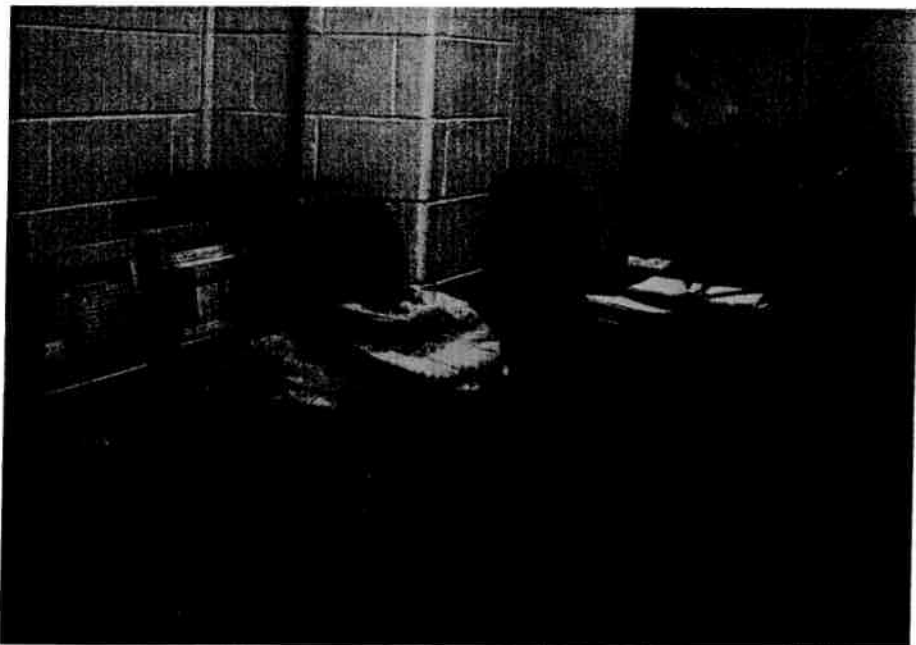
- Years of effort to revitalize PHA's most distressed public housing communities have begun to bear fruit in the form of beautiful new homes for PHA residents. This past year alone, PHA neared completion of the final phase of the Richard Allen HOPE VI development; made substantial construction progress at Schuylkill Falls; completed 49 housing units at Martin Luther King; completed the Master Plan for Mill Creek including site demolition activity; and commenced Phase I construction at Cambridge Plaza. Substantial revitalization progress was also made at other PHA sites

including Raymond Rosen Homes, Wilson Park and Abbotsford Homes.

- In a major new initiative, PHA secured \$168 million in bond and other funds to revitalize Tasker Homes, a project that will transform and integrate the development into the Greys Ferry community.
- PHA continued to earn the confidence of private investors as evidenced by PHA's successfully raising \$84 million in equity from investors under the Low Income Housing Tax Credit program at eight (8) PHA sites.
- PHA began substantial rehabilitation and/or new construction initiatives at Mt. Olivet, Spring Garden scattered sites, and Suffolk Manor.
- HOPE VI funded activities neared completion at Richard Allen and continued at Schuylkill Falls, Martin Luther King and Mill Creek. Upon completion, these four developments will house 3,990 people in 1,582 new or substantially rehabilitated units.
- PHA continued to work toward completion of 117 new homes on seven different blocks in one of the city's most blighted neighborhoods in North Philadelphia. PHA is investing \$17.9 million on this endeavor (called 117 Scattered Sites) to redevelop the neighborhoods with completion of all the homes planned for December 2003. Sixty-nine of these units are being constructed to accommodate mobility-impaired persons.
- Using the flexibility of the Moving To Work (MTW) Demonstration program, PHA commenced implementation of major improvements to the Housing Choice Voucher program (formerly the Section 8 program). Among many changes, PHA implemented a new program designed to support residents in achieving economic self-sufficiency through development of individual Family Economic Development Action Plans. As part of this initiative, PHA established a seven-year time limit on Housing Choice Voucher program participation except for seniors and persons with

disabilities who are unable to work.

- As part of its efforts to streamline program administration and achieve efficiencies, PHA began implementation of a new two-year recertification program for Housing Choice Voucher program participants. PHA also commenced planning efforts for a new simplified rent system for both Public Housing and the Housing Choice Voucher program that will be implemented in 2003.
- Through expansion of Sparkle Plus and the Clean Sweep volunteer initiatives at thirty-five (35) PHA conventional and scattered site locations throughout the City, residents received \$3 million in upgrades to interiors and exteriors including new lighting and doors, exterior painting, sidewalk repairs, landscaping and other improvements. Since 2000, Sparkle Plus and the Clean Sweep initiatives have expended \$12 million and many thousands of volunteer man hours to improve the "curb appeal" of PHA communities.
- PHA's operations showed improvement at virtually every level of the agency, allowing PHA to provide higher quality services to more low-income households. PHA expanded its commitment to staff training including implementing Low Income Housing Tax Credit compliance training for management staff, expanding training on PeopleSoft, new "portal" applications, and ongoing management training in coordination with the Institute of Real Estate Management.
- Technology improvements designed to upgrade customer service, and promote efficiency and accountability continued at a rapid pace. Implementation of Phase II of the Enterprise Resource Planning project was completed. In addition, PHA established a new, customer-friendly website and employee "portal" to expedite access to critical management information.



Blumberg Self Sufficiency Center

- PHA continued its broad-based efforts to inform and educate the community about affordable housing issues and the role PHA and its residents play in building strong neighborhoods. A new public information strategy, "Building Beyond Expectations" was launched this year to assist in these efforts.
- PHA's government and agency partners exhibited extensive, direct support for PHA's Strategic Operating Plan objectives. These partnerships are in evidence in every aspect of PHA operations from redevelopment activity, to public safety, to supportive services. MTW Designation, receipt of Low Income Housing Tax Credit commitments and approval of the

Tasker Homes innovative bond financing approach in recent years all indicate a high level of confidence in PHA by its agency and community partners.

- Through its public housing and leasing programs, PHA served a total of 28,090 households, which represents a net increase of 1,900 over the prior year.
- While PHA achieved a net increase of 2,110 households served, it provided housing for more than 3,700 new households as a result of PHA's redevelopment, vacancy rehabilitation and Housing Choice Voucher lease up efforts. Many of these new residents are receiving case management and supportive service support from local agencies

to help ensure that they are good neighbors and successful tenants. PHA assisted 15 households with purchasing their first homes through the Section 8 homeowner-ship programs.

- Through the work of Tenant Support Services, Inc. and PHA staff, hundreds of focused employment, training and social service activities took place. PHA increased hiring of PHA residents as well as supported training programs that resulted in hundreds of employment placements.

As indicated in the following pages, the above initiatives provide only a few examples of the accomplishments attained by PHA over the past year. PHA hopes that readers of this document will carefully review all of the accomplishments listed below and support our efforts to revitalize public housing and the entire City of Philadelphia.

For the second consecutive year, PHA scored a 9 out of 10 on HUD's annual PHAS resident satisfaction report. In addition, PHA conducted its own citywide survey to gauge resident satisfaction with management, maintenance, security and other issues. Overall, residents appear very satisfied with their homes, though slightly less satisfied with their neighborhoods:

90% of residents who requested repairs were satisfied with how well they were treated by the PHA staff person performing the repairs.

More than 80% of residents surveyed expressed satisfaction with the responsiveness and professionalism of PHA management staff.

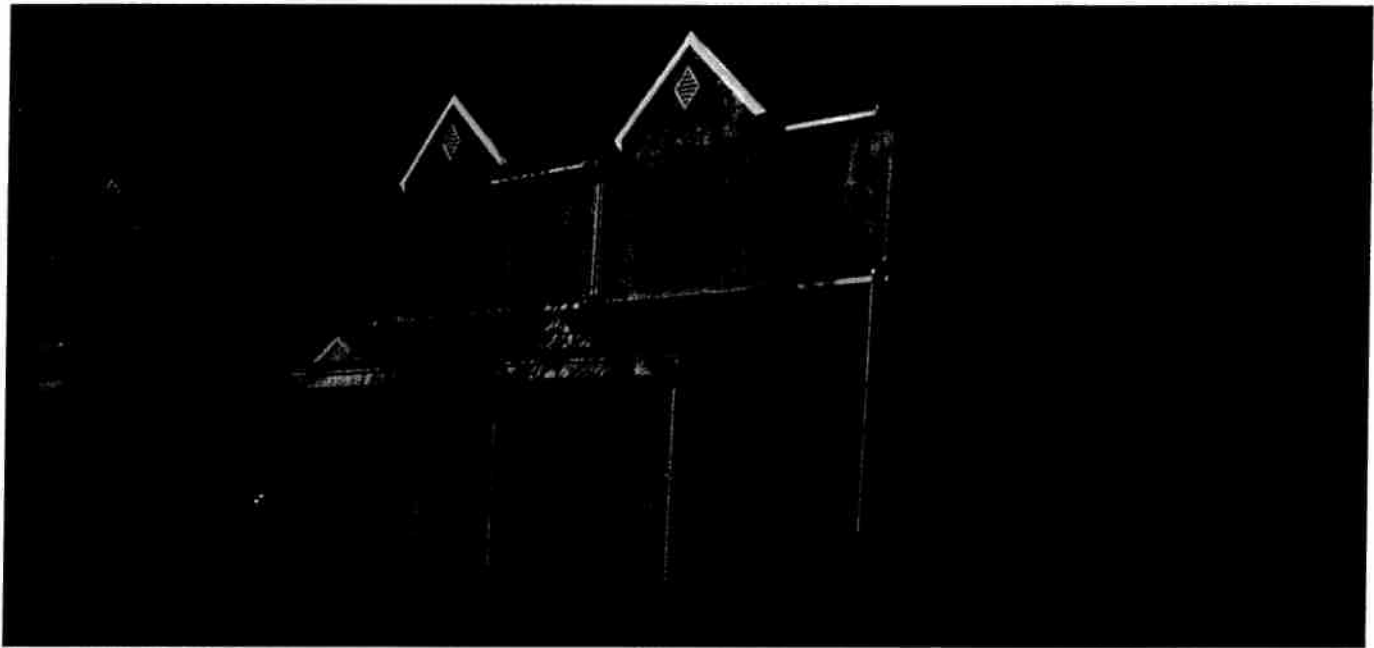
More than 82% of residents who requested maintenance repairs were satisfied with how easy it was to request the repair and how well the repairs were completed.

75% of all households surveyed expressed satisfaction with their neighborhood.

82% of all households surveyed expressed satisfaction with their housing unit or home.

70% of all households surveyed expressed satisfaction with their development or building.

Goal 1: Achieve Excellence in Property Management



8 Diamonds

In addition to leasing more than 15,000 units through the Housing Choice Voucher program, PHA owns and manages a total of 16,000 units in 43 conventional public housing developments, 15 scattered site areas and 5 alternatively managed developments. Thus, PHA's core business focuses on providing high quality management and maintenance services to approximately 76,000 residents. Achieving continuous improvements and excellence in the provision of property management services remained a primary focus of PHA operations during this past year. In January of 2003, the professionalism of PHA management operations was endorsed by the Standard & Poor's rating service, which gave PHA a "strong" rating, the highest rating awarded to any public housing authority in the country.

Through vacancy reduction and revitalization efforts, PHA rehabilitated 259 previously vacant scattered site public housing units. Through its model Home Selection Day initiative, approximately 809 families and individuals were able to select and move into new, affordable homes. To help ensure successful tenan-

cies, many of these families receive case management, employment training and other support services from PHA's partner agencies.

As part of its management strategy, PHA has worked hard to upgrade family and senior public housing developments so that they will be sources of pride to residents and the broader community. PHA established the Sparkle Plus program in 2000 to focus intensive resources on improving the "curb appeal" of its properties. Through Sparkle Plus, staff and volunteers have been deployed to PHA developments throughout the City to help put a new "sparkle" on public housing communities. In the past year, Sparkle Plus focused on thirty-five (35) housing developments. Approximately \$3 million was expended at conventional sites along with exterior improvements to 250 scattered site units. To date, \$12 million in Sparkle Plus resources have been utilized to upgrade lighting, install new landscaping and signage, install new exterior doors and mailboxes, and complete a wide range of other upgrades designed to create more attractive, liv-

able communities. PHA has also collaborated with the City to implement the Philadelphia Green Program. During this initiative, PHA planted over 350 trees, ornamental shrubs and planter boxes.

In preparation for the large volume of Low Income Housing Tax Credit (LIHTC) units that will be part of PHA's portfolio, PHA procured the services of a LIHTC compliance specialist. The firm will provide extensive training, monitoring and supervision related to all aspects of Tax Credit compliance and reporting.

In the area of maintenance work order response, PHA continued to improve its performance relative to prior fiscal years including achieving further reductions in long-standing scattered site work order backlogs and significant improvements in the time it takes to complete a reported work order. PHA corrected or abated 100% of emergency work orders within 24 hours of receipt. The average number of days to complete a routine repair fell to 5 days.

PHA completed and submitted applications to HUD to designate 1,964 hous-

ing units for senior only occupancy. The plan includes specifications for supportive services and identifies alternative units for other special needs populations groups.

PHA completed inspections on 100% of all conventional, scattered site and alternatively managed entity units in the past year.

PHA implemented a comprehensive program of building inspections, infrastructure upgrades and routine building maintenance.

PHA commenced planning during the past year for a new, simplified rent col-

lection and rent certification system. The new system will be implemented beginning in 2003.

PHA expanded its commitment to building the highest quality management staff through continued technical training and the development of new streamlined procedures including quality control reviews. Extensive staff training efforts were conducted including training in Low Income Housing Tax Credit Compliance, use of PeopleSoft applications, Nan McKay recertification and rent calculation training.

Other Results

- Provided staff training efforts related to Low Income Housing Tax Credit compliance, recertifications, income calculation and QHWRA compliance.
- Developed plans for new property management initiatives under the Moving To Work program including two-year recertifications and simplified rent calculations.
- Prepared and submitted senior only designated housing application for 1,964 PHA units.
- Updated vacancy reduction and site based management plans.

Accomplishment #1	Achieved "strong" rating by Standard & Poor rating service
Accomplishment #2	Completed rehabilitation of 259 previously vacant scattered site units
Accomplishment #3	Undertook re-occupancy efforts at Richard Allen Phase III and Martin Luther King Phase I HOPE VI developments along with Raymond Rosen on and off-site units
Accomplishment #4	Through the Home Selection Day initiative, provided housing to 809 new households
Accomplishment #5	Through Sparkle Plus, continued to improve the "curb appeal" and complete other exterior upgrades totaling \$3 million in improvements in the most recent fiscal year. \$1.2 million was expended during this period for decorative lighting and bollards at 18 sites
Accomplishment #6	Completed 100% of all emergency maintenance work orders within 24 hours of receipt
Accomplishment #7	Enhanced the provision of maintenance support services at conventional sites by reducing the average time it takes to complete a routine work order to five (5) days, compared to the forty five (45) day average four years ago
Accomplishment #8	Completed 100% of UPCS inspections
Accomplishment #9	Secured services of LIHTC compliance specialist to provide training, monitoring and supervision of Tax Credit compliance and reporting

GOAL 2: Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Program Compliance



Housing Choice Neighborhood

PHA's Housing Choice Voucher Program (formerly known as Section 8) provides rent subsidies to approximately 15,691 low-income households living throughout the City of Philadelphia. In the past year alone, PHA assisted 1,747 new households through the HCV program.

During the past year, PHA implemented several substantial changes to the HCV program in response to community concerns and needs. These initiatives were made possible by the regulatory flexibility allowed PHA under the Moving To Work Demonstration Program. New initiatives were implemented during the past year including a change to a two-year recertification cycle from the current annual effort. In addition, PHA has established a seven-year time limit for the HCV program that applies to all households except for seniors, persons with disabilities who are unable to work, and households where the head of household is the sole caregiver for a disabled dependent.

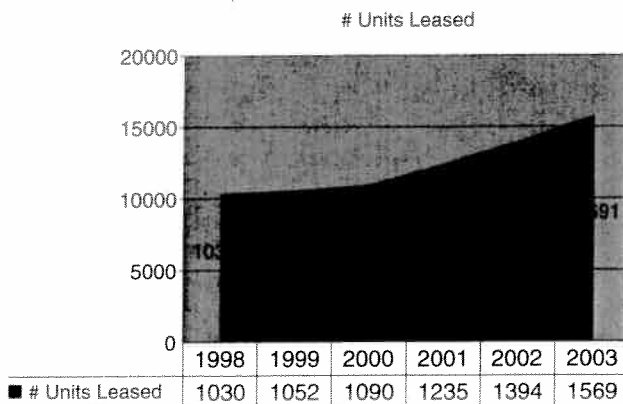
HCV participants who are subject to the new seven-year time limit must now work with PHA to develop a Family

Economic Development Action Plan. This Plan helps establish self-sufficiency goals for the entire family in order to assist them in improving their overall economic status. PHA staff are collaborating with a wide range of local partners to provide employment, training and other supportive services to HCV program participants.

In addition to these major MTW-related initiatives, PHA continued to expand its new Section 8 Homeownership program. The ambitious goals of this program are already yielding results

including assisting twenty families to purchase and move into their first homes. Fifteen of these households purchased their first homes within the past twelve months. All of the homeownership families are participants in PHA's Family Self Sufficiency program. FSS assists participating families in developing self-sufficiency plans, obtaining needed employment, training and other support services, and working towards family-determined goals.

During the past year, PHA issued a new Request for Proposals for project-



Under MTW, more units are being leased up and more families are being served.

based HCV units that resulted in the award of 60 vouchers. The program will be expanded during the coming months to include a focus on recruiting service-oriented community partners.

PHA enhanced its ability to investigate and respond to program integrity, fraud and non-compliance issues. This included establishing an expedited hearing process in order to ensure prompt, fair resolution of identified problems. PHA is now tracking and reporting on the status of these cases as part of its monthly reporting system. To improve program compliance, PHA has also implemented bi-monthly Comprehensive Landlord Training Program classes. Each class has averaged 30-50 property owners per session.

HCV landlords are now also participating in a mandatory orientation program offered by the Institute of Real Estate Management. This new initiative is designed to help landlords fully understand their roles and responsibilities. In the process, PHA believes that

the result will be better service to HCV participants and more responsiveness to neighborhood resident concerns.

Efforts to improve the quality and expand the geographic distribution of housing units available to HCV participants increased during the past year. These efforts included conducting Housing Fairs throughout the year that, to date, have involved more than thirty (30) property owners. PHA will also establish new Mobility Counseling programs in the coming year to encourage residents to locate housing in low poverty areas where there is access to better jobs, schools and supportive services.

Extensive staff training efforts implemented during the past year included focused training for investigations, inspections and service representative staff.

To improve program operations and responsiveness to community concerns, PHA established a new Tenant/Landlord Advisory Board to provide input on

HCV policies and procedures. PHA also hired a new Community Liaison (Ombudsman) to assist in resolving community complaints and provide ongoing informational services. Further, PHA continued operation of its network of five (5) Community Based HCV offices. The fifth office, in South Philadelphia, was opened during the most recent fiscal year. Program participants, landlords and neighborhood residents can obtain program information and services such as recertification assistance at these offices.

On an ongoing basis, PHA continued to provide timely payments to owners through Direct Deposit. Staff also inspected 100% of all units for HQS compliance.

Over the coming months, PHA will continue its MTW initiatives including implementing planned rent simplification system changes, a new Dislocated Worker Voucher program, and a new Unit Based/Community Partners program.

- | | |
|---------------------------|---|
| Accomplishment #1 | Implemented new locally-determined rules for the Housing Choice Voucher program including time limits and two year recertifications |
| Accomplishment #2 | Increased the number of households served under the HCV program by 1,747 |
| Accomplishment #3 | Provided timely payments to participating owners through the Direct Deposit program |
| Accomplishment #4 | Inspected 100% of all units for Housing Quality Standard compliance |
| Accomplishment #5 | Assisted 15 new families to purchase homes under the Section 8 Homeownership program |
| Accomplishment #6 | Established landlord training and orientation programs to improve service and program compliance |
| Accomplishment #7 | Implemented expedited hearing procedures to provide timely processing of non-compliance cases |
| Accomplishment #8 | Established a new Tenant/Landlord Advisory Board as a forum for ongoing community input for PHA HCV program policies and procedures |
| Accomplishment #9 | Issued a new project-based RFP and awarded 60 vouchers to qualified respondents |
| Accomplishment #10 | Opened a fifth Community Based Office to service HCV participants and owners |

Other Results

- Developed and implemented revised procedures manual for investigations.
- Worked with new MTW Family Services staff to develop Family Economic Development Action Plan policies and procedures in support of economic self-sufficiency.
- Provided ongoing program integrity, fraud detection and compliance investigation services through the Program Compliance Investigation staff.
- Continued operations of Supportive Housing programs that combine rent subsidies with the provision of social services for special needs populations.
- Provided intensive case management to formerly homeless families moving into HCV units through a contract with Philadelphia Health Management Corporation.
- Created a citizens Advisory Committee to study HCV program's effect on neighborhoods.

GOAL 3: Develop Affordable Quality Housing that Supports Balanced Communities



Mill Creek Implosion

PHA communities have suffered from decades of neglect and under-funding. Therefore, over the past five years, one of PHA's primary areas of focus has been to obtain the resources needed to fully revitalize existing public housing communities and to move construction activities forward at a fast pace. In addition, new development activities are also a priority for PHA as they can offset the loss of units resulting from density reduction at HOPE VI sites and contribute greatly to the City's neighborhood revitalization efforts.

While the scope of PHA's capital needs is enormous, PHA has achieved a very high degree of success in securing needed funds and undertaking redevelopment efforts. PHA is overseeing more than one billion dollars in large-scale HOPE VI and non-HOPE VI development projects. To illustrate the scope of the ongoing redevelopment efforts, the following facts are noted:

- PHA has successfully secured \$84 million in equity from investors for Low Income Housing Tax Credit deals at eight (8) sites, in addition to \$191 million in General Obligation and Private Activity

Bond proceeds, which insures its development activity through this year.

- Equity investors including John Hancock, Related and Lend Lease have invested in PHA LIHTC projects.
- PHA is the developer at Tasker Homes, a project involving demolition of more than 1,000 units and development of 554 new homeownership and rental units. Tasker involves over \$168 million in LIHTC, General Obligation Bonds, Private Activity Bonds and other funds.
- PHA is nearing completion of the final HOPE VI phase at the Richard Allen Homes. This is an \$82 million project involving new construction of 267 units and modernization of an additional 141 units.
- At Mt. Olivet, PHA is the developer of 161 rehabilitated units involving \$17 million in LIHTC and PHA funds. Acquisition has been completed and a Tax Credit award has been received.
- At the Schuylkill Falls HOPE VI site, PHA is overseeing the devel-

opment by a joint venture that involves building 300 rental and homeownership units. The total project cost is \$76.2 million and the first phase is approximately 70% complete.

- PHA is currently successfully serving as the developer for seven mixed finance development projects.
- Reorganized PHA's Real Estate Development department and increased professional staff.
- At Raymond Rosen Homes On-Site, PHA completed comprehensive modernization of 145 additional dwelling units that represent the final phase of a project involving 307 modernized units and 47 newly constructed infill units.
- At Raymond Rosen Off-Site (renamed Eight Diamonds), PHA oversaw completion of construction of 152 new construction rental townhouse units. Construction of a new community center and site improvements is substantially underway.
- At Suffolk Manor, PHA is the developer for the acquisition and

Accomplishment #1	Managed approximately \$715 million in ongoing redevelopment activity which will produce 3,000 rental and homeownership units
Accomplishment #2	Completed approximately 70% of Phase I planned construction at Schuylkill Falls (135 rental units)
Accomplishment #3	Continued construction on final HOPE VI phase of Richard Allen Homes (178 townhouse rental units) including reoccupancy
Accomplishment #4	Completed demolition of 682 units at Passyunk Homes
Accomplishment #5	Completed construction of first 49 Phase I rental units, developed homeownership plan for Phase II and commenced construction on Phase III at Martin Luther King development. Received LIHTC allocation for phase IV
Accomplishment #6	Began construction of Phase I - 40 rental units and awarded Phase II LIHTC at Cambridge Plaza
Accomplishment #7	Completed Master Plan for construction of final phase (40 units) of Cambridge Plaza development. Prepared and submitted 9% LIHTC application to secure funding for final phase
Accomplishment #8	Completed relocation, demolished 250 units, engaged equity investors, and commenced construction of 245 units in Phase I of Tasker Homes
Accomplishment #9	Completed Master Plan for the development of 80 on-site rental and 40 on-site homeownership units. Completed identification of off-site parcels for acquisition to enable development of 240 rental and homeownership units
Accomplishment #10	Commenced comprehensive modernization of 277 units at PHA's Hill Creek Apartments, White Hall, Norman Blumberg III and Wilson Park III developments
Accomplishment #11	Completed acquisition of Mt. Olivet and received award of LIHTC credits in preparation for comprehensive modernization of 161 rental units
Accomplishment #12	Completed comprehensive modernization of 145 additional dwelling units at Raymond Rosen Manor on-site
Accomplishment #13	Completed construction of 152 new townhouse units at Eight Diamonds (formerly, Raymond Rosen Off-Site)
Accomplishment #14	Completed demolition/implosion of 444 public housing units on Mill Creek Hope VI site
Accomplishment #15	Commenced construction of 117 Scattered Sites townhouse units in North Philadelphia, 69 of which are being constructed to meet the needs of our mobility-impaired persons

substantial rehabilitation of 5 historic buildings with 137 units. This project involves \$24 million in PHA, LIHTC and Historic Tax Credit funding.

The level of construction, modernization and redevelopment activity on these and other projects proceeded at a very fast pace over the past year.

Other Results

- Completed construction and reoccupancy of 97 units at Spring Garden.
- Completed Phase I at Abbotsford Homes including construction of 34 additional units and a community center.
- Completed master planning study for the revitalization of the Passyunk site.
- Completed design of new facility at Passyunk to house PHA maintenance, ISM and Police departments.
- Prepared neighborhood studies for Kingsessing, Mantua, Mill Creek off-site and Brewerytown neighborhoods.
- Reached agreement with East Falls Community for change to Schuylkill Falls revitalization plan to include Market Rate homeownership.
- PHA successfully reached a settlement with ADAPT to provide 248 new and rehabilitated units for mobility impaired persons by December, 2005. By the end of 2003, PHA will have completed at least 124 units. The settlement avoided extraordinary costs relating to litigation.

GOAL 4: Implement Public Safety Programs that Promote the Well Being of Our Neighborhoods and the Accountability of Program Participants



PHA Police on Patrol

PHA continued and expanded its comprehensive approach to improving community security at PHA developments over the past year. PHA developments have become safer communities as a result of an extensive site-based, community policing program undertaken by the PHA Police Department. PHAPD utilizes a comprehensive approach to crime reduction that emphasizes crime prevention, conflict resolution, resident involvement and community partnerships. The results are encouraging: over the past two years, Part I crimes have decreased 28% at PHA conventional sites and 47% at scattered sites. The overall reduction at PHA properties from calendar year 2001 to 2002 was 24% for Part I crimes and 29% for Part II crimes.

To create safe communities, permanent site-based community teams have been established at 16 PHA conventional sites on a sixteen-hour per day basis. PHAPD officers partner with PHA management, maintenance and support service staff and resident leadership to holistically address community con-

cerns and issues. PHAPD has also implemented a new "Quality of Life Status Meeting" involving all stakeholders. The Commander of Patrol now attends all conventional and scattered site management meetings on a monthly basis.

PHA's public safety activities include a program of systematic checks of all high-rise facilities with appropriate follow-up actions taken. PHAPD also conducts criminal record background checks of all public housing and HCV applicants and new adult household members. The PHAPD Detective Division investigates and follows up on complaints and other matters related to community issues, building conditions and potential fraud by employees, vendors or residents.

Central to PHA's approach to public safety is ongoing collaboration with other law enforcement agencies. This past year, PHAPD actively participated in the Narcotics Task Force, a collaborative effort of the Pennsylvania Attorney General and the Philadelphia Police Department.

PHAPD coordinates its activities with the Philadelphia Police Department. PHAPD personnel attend the Philadelphia Police Department's weekly COMPSTAT meetings and maintain a direct link to information on crime statistics related to public housing through the Citynet system.

PHAPD also provides a range of youth-oriented programs to encourage positive choices and reduce youth involvement in the criminal justice system. These programs include DARE, GREAT and Explorers.

In addition to the activities of the PHAPD, PHA also utilized capital resources to improve security and public safety. In the past year, new burglar and fire alarm systems were installed to improve community safety.

- Accomplishment #1** Achieved a 24% annual reduction in Part I crimes at PHA developments. This category encompasses substantial reductions in homicides, rapes, burglaries and thefts
- Accomplishment #2** Achieved a 29% annual reduction in Part II crimes at PHA development
- Accomplishment #3** Continued partnerships with Philadelphia Police Department, Narcotics Task Force, DEA and HUD-OIG to ensure coordination of resources and efforts
- Accomplishment #4** Responded to 395 domestic violence complaints, resulting in 16 protection orders
- Accomplishment #5** Responded to 380 conflict resolution requests, resulting in mediations conducted for 112 cases
- Accomplishment #6** Conducted 164 community outreach site visits
- Accomplishment #7** Removed 383 abandoned cars from PHA properties
- Accomplishment #8** Implemented DARE/GREAT and Explorers youth program activities at elementary schools attended by PHA youth
- Accomplishment #9** Assisted TSSI and Operation Town Watch at Fairhill, Richard Allen, Johnson Homes, Paschall and Whitehall
- Accomplishment #10** In partnership with local law enforcement, made 174 drug related arrests on or near PHA developments

Other Results

- Conducted 6,323 criminal records checks on new applicants for PHA housing.
- Partnered with the City Police to attend Philadelphia Police Department personnel roll calls at the 8th, 15th and 16th Police Districts.
- Continued involvement with and support of the Weed and Seed Program in the West Philadelphia Area that includes West Park, Mill Creek, Haddington Homes and Arch Homes developments and the North Philadelphia Area that encompasses the Fairhill Development.
- Investigated 856 complaints in the HCV program resulting in 227 terminations

GOAL 5: Engage Other Institutions to Leverage Resources and Assist in Promoting Economic Enhancement and Supportive Services for PHA Residents



Day Care Center

PHA continued and expanded its efforts to enhance resident economic self-sufficiency during the past year. Through a wide range of creative partnerships, PHA sponsors and/or directly operates numerous economic self-sufficiency and social service programs. The goals of these programs focuses on assisting residents to maximize their individual potential, build self-sufficiency skills and become involved in positive, uplifting activities. Residents of all groups are serviced through these initiatives including early childhood development, youth after school, adult employment and training, and senior service programs. Supporting residents to become homeowners through programs such as 5-H, Section 8 Homeownership, Turnkey III and HOPE VI Homeownership is also a primary focus of PHA activities under this broad goal area.

With the advent of the new Housing Choice Voucher program time limit, PHA has further sharpened its focus on economic self-sufficiency through establishment of a new MTW Family Services Department. This Department

has started to work with participating residents to develop and implement Family Economic Development Action Plans designed to promote economic enhancement while the residents are enrolled in the HCV program. Participants in PHA's existing Family Self Sufficiency program will also continue to work with the MTW Family Services staff; however, additional program participants will not be added to the program as a result of the new MTW Family Services focus.

Central to PHA's approach is leveraging resources, collaborating with resident leadership, and partnering with qualified agencies and institutions to bring the best available program services to PHA residents. Over the past five years, PHA has secured over \$50 million in funding to enhance resident-oriented programs. Key partnerships were implemented or continued with Temple University, Penn State, the Philadelphia Health Institute, the Department of Human Services, Philadelphia County Assistance Office, Philadelphia Workforce Development Corporation, and others.

As an outstanding example of new partnership development, PHA opened its first "one stop" Economic Self Sufficiency Center (the "ESS Center") at Blumberg Apartments. The ESS Center houses ten PHA partners and includes a computer lab, training rooms, commercial kitchen space, private offices and other facilities. Residents from any PHA site or program can use the center for career counseling, computer training, GED preparation, child care referrals and other needed services. PHA intends to open an additional center in the coming year.

PHA continued to operate a number of supportive services, youth development, employment and training initiatives with a proven track record. This includes the Pre-Apprenticeship Training Program initiative in partnership with building trade unions that graduated 76 residents in the past year. To date, over 50% of program graduates have obtained union jobs. Another 30 percent of graduates obtained other employment. PHA's partnership with the Philadelphia Health Institute continued to train and place 98% of gradu-

ating residents in Certified Nursing Assistant and Pharmacy Technician positions. PHA also operates Headstart and/or child care programs and Senior Centers at sites throughout the City.

PHA continued to expand its homeownership counseling programs in partnership with local non-profit counseling agencies, Fannie Mae and lending institutions. Fifteen new homeowners were assisted through the Section 8 Homeownership program. Further, all 87 Turnkey III units at Brown Street Villages were sold, and major efforts were undertaken to plan for new HOPE VI funded homeownership initiatives.

Programs to involve PHA youth in positive, career oriented activities served over 1,000 youth. All of PHA's youth activities now adhere to the City's Core Standards for Philadelphia's Youth Programs.

In working to bridge the "digital divide", PHA continued the on-site computer technology labs as well as the mobile computer lab program. PHA now operates labs at Community Centers at Tasker Homes, Harrison Plaza, Norris Homes, Whitehall, Katie

B. Jackson, Spring Garden, West Park, Fairhill, Blumberg, and the Tasker Older Adult Center, and planning has begun at Holmecrest and Bartram. PHA also established computer laboratories at Germantown Settlement House, Crusaders for Christ, Cunningham Community Center, and the Lighthouse to serve youth participating in the Skills for Life Program.

Through the non-profit Tenant Support Services, Inc., PHA expanded efforts to involve public housing and other community residents in improving PHA communities. The Clean Sweep initiative was singularly successful in involving 18,500 people in clean up and community improvement activities. TSSI is an integral part of all of PHA's service, planning and implementation initiatives.

PHA also supported this goal area through its development and property disposition activities. In developing revitalization plans, PHA reviews opportunities for creative partnerships with local agencies that will ultimately benefit PHA residents. During the past year, a number of these initiatives

occurred including conveyance of six properties at Girard Estates to the Board of City Trusts. These properties will become a part of the Girard Estates Homeownership Program. Through an MOA with City Trusts, PHA residents will receive counseling and be eligible for homeownership. Further, City Trusts will provide educational opportunities for PHA residents to attend Girard College.

Other Results

- Collaborated with Temple University to host PHA youth at the national HOPE VI "Ideas In Action" youth conference in Philadelphia.
- Established and monitored Community and Supportive Service programs at all HOPE VI sites including preparing new service provider contracts at Mill Creek.
- Established monthly HOPE VI resident and community meetings to keep residents informed of activities.
- Worked with Fannie Mae to develop homeownership workshops for MLK residents.
- Conducted training for staff and HOPE VI contractors on case management, reporting and service policies and procedures.
- Conveyed properties to Board of City Trusts with related MOA that will provide homeownership and educational benefits to PHA residents.
- Disposed of Empowerment Zone area properties to support a new factory that will provide job training and permanent employment opportunities for PHA residents.
- Organized numerous community educational and other special events including HOPE VI implosion and groundbreaking events.
- Through the ROSS Program, 20 residents were hired by TSSI as Social Service Apprentices. These are part-time positions designed to provide training (through Temple University) and future employment opportunities to residents.

Accomplishment #1	Opened a new "one stop" Economic Self Sufficiency Center at Blumberg Apartments serving public housing and neighborhood residents
Accomplishment #2	Assisted 15 PHA families in becoming homeowners through the Section 8 Homeownership program
Accomplishment #3	Established new MTW Family Services unit with responsibility for servicing HCV clients in developing and implementing self-sufficiency action plans
Accomplishment #4	Graduated 76 residents from the Pre Apprenticeship Training Program
Accomplishment #5	Graduated 59 residents from Philadelphia Health Institute Certified Nursing Associate training programs
Accomplishment #6	Provided services to over 4,000 seniors at PHA Senior Centers
Accomplishment #7	Supported start-up of eight resident businesses
Accomplishment #8	Served 232 pre-school youth in the Headstart and child care programs
Accomplishment #9	Served 170 resident youth in the Skills for Life program
Accomplishment #10	Over 90,000 meals were distributed through the Summer Food Service Program

- Continued operation of PHA's Mobile Computer Labs manned by the Community Relations Unit (CRU) of the Philadelphia Housing Authority Police Department. The CRU, directed by CRDSS, visited more than 8 locations and served over 150 children. The labs provide internet access and fun and educational software programs for chil-

dren from Preschool through Sixth Grade. A daily schedule has been implemented so that children in PHA's seven Early Childhood Centers benefit from regular use of the computers.

- Worked with the Philadelphia Corporation for Aging to increase marketing through special events, including Terrific Tuesdays and the

PCA Senior Expo. PHA operates senior centers at Liddonfield and Tasker Homes, which served 888 participants last year.



Executive Director Carl Greene is honored by City Council Members Jannie Blackwell and Frank Rizzo for PHA's ongoing efforts in beautifying Philadelphia.

GOAL 6: Improve the Productivity and the Cost Effectiveness of PHA's Operations

Proposed reductions in the federal public housing operating subsidy budget have accelerated PHA efforts to improve productivity, fully utilize available resources, and identify opportunities for cost savings. These initiatives took many forms during the past year:

- PHA competitively bid and awarded three large-scale construction management contracts to enhance its ability to quickly respond to the need for demolition, construction and related services. This approach includes adequate internal controls to ensure appropriate pricing, while expediting the process of procuring qualified contractors and completing needed work.
- PHA has submitted a revised procurement policy to HUD for review and approval using its Moving To Work program regulatory flexibility.

Upon implementation, this new system will simplify the procurement process, while ensuring an appropriate level of internal control and external competition.

- Through analysis of its current computer hardware configuration, PHA undertook a consolidation program to eliminate departmental file servers and consolidate data on central servers. This conversion process reduces ongoing overhead and administrative costs, while improving reliability and performance for end-users.
- Implementation of Phase II PeopleSoft Projects and Grants modules has enhanced PHA's ability to carefully monitor a very complex set of ongoing projects and grant funds. This technology will help staff ensure that funds are

expended consistent with approved budgets and timetables, as well as ensure conformance with regulatory/funding requirements.

- Through its ongoing review of utility usage and invoices, PHA identified over \$300,000 in cost savings for erroneous billings.
- Through continuous staff training efforts, PHA is working to reduce errors associated with the rent calculation and recertification processes. In addition, PHA has contracted with a Low Income Housing Tax Credit specialist to provide ongoing monitoring, training and oversight of Tax Credit reporting and compliance. These initiatives represent an important component of PHA's proactive efforts to improve productivity and efficiency.
- Utilization of the new PeopleSoft inventory system has resulted in an increase in inventory accuracy from 83% to 96%. Also, cycle counts were performed at all PHA stock locations during the year, thus eliminating the need for a complete year end physical count. This initiative saved an estimated \$10,000 in overtime costs.
- As part of the Moving To Work Demonstration Program, PHA began implementation of a new initiative to reduce the frequency of income recertifications to every two years (from the current annual system). In addition, PHA intends to implement a new, simplified rent calculation system that should reduce paperwork, reduce errors and eliminate some of the complexity of the current system. While the net impact of these changes will not be apparent for some time, PHA anticipates that these changes will free up staff resources to perform other, more productive tasks.
- Through an extensive program of risk reduction and loss management, PHA was able to limit losses to a level substantially below the industry average. As a result of this

Accomplishment #1	Issued three large scale construction management contracts to facilitate timely, cost effective performance of PHA construction projects
Accomplishment #2	Improved ability to monitor status of existing program funds through implementation of PeopleSoft Projects and Grants modules
Accomplishment #3	Implemented staff training initiatives for a wide range of positions including Housing Management, Section 8 and Inspection staff
Accomplishment #4	Identified over \$300,000 in erroneous utility billings
Accomplishment #5	Achieved cost savings in property insurance as a result of aggressive risk reduction and risk management program
Accomplishment #6	Prepare revised procurement policy under MTW program
Accomplishment #7	Achieved 96% accuracy rate on inventory cycle counts using enhanced software technology
Accomplishment #8	Established new two year recertification program using MTW regulatory flexibility
Accomplishment #9	Undertook planning for simplified rent calculation system using MTW flexibility
Accomplishment #10	Implemented plan to eliminate departmental computer servers and consolidated into a reduced cost, centrally-managed configuration

and other efforts, PHA was able to maintain its insurance premium increases to well under the anticipated levels.

Through MTW, PHA will be exempt from a number of HUD regulations applicable to other public housing authorities and will have the ability to

flexibly utilize available operating, capital and HCV funds to meet agency purposes. The benefits of MTW designation will continue to manifest themselves over the coming months as PHA moves forward with implementing streamlined management policies and procedures.

Other Results

- Installed energy and water-saving devices and appliances as part of conventional unit rehabilitation.

GOAL 7: Improve Program Compliance, Reporting, Performance and Accountability.

PHA's performance on key management indicators is very strong as evidenced by the recently completed Standard & Poor's agency rating.

PHA's management initiatives and strategies are incorporated into a comprehensive Strategic Operating Plan developed by senior management staff and monitored monthly by PHA's Asset Management staff. The Strategic Operating Plan incorporates goals, tasks, deliverables and schedules for every operational and policy area of the agency. During the past year, PHA conducted a senior staff planning conference to update the Plan to incorporate new initiatives resulting from the Moving To Work designation. Reporting on the Plan is an automated process through a Lotus Notes application. On a monthly basis, detailed reports of all completed and outstanding task items are produced and reviewed by the Executive Director and the senior staff.

In order to address the increased need for Low Income Housing Tax Credit (LIHTC) reporting and compliance requirements, PHA implemented new staff training and hired a LIHTC specialist to provide monitoring, training

and oversight of agency efforts.

Improvements were made to automate PHA's monthly financial close reports. Developed internally, the new system will allow PHA finance staff to create comprehensive financial reports with the "click of a button". The financial staff can also "drill down" through these reports.

Intensive staff training was also conducted throughout the agency to ensure conformance with policies and procedures, especially in the areas of rent calculations, recertifications, and inspections.

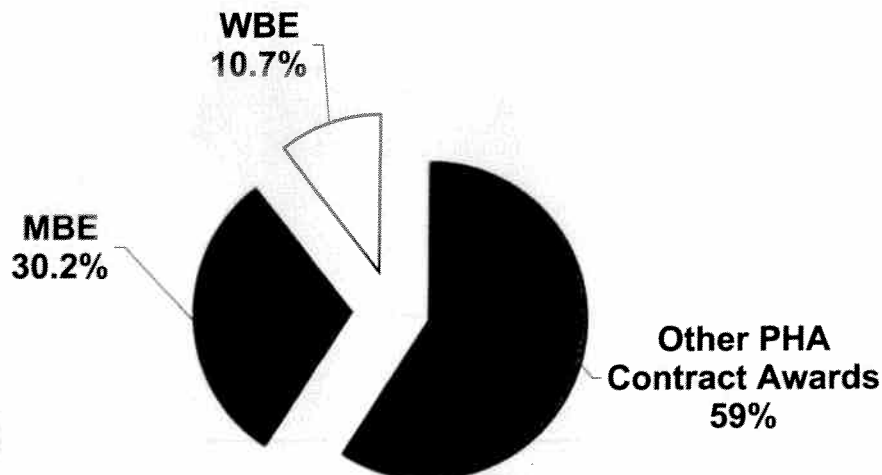
Evidence of PHA's systems, policies and training was seen in the results of two Office of Inspector General audits. One, lasting more than two years, evaluating \$158 million in expenses, found that more than 99.7% were in total compliance with HUD rules and regulations. In addition, an OIG audit of Human Resources Department found that PHA is in complete adherence to HUD guidelines.

As noted throughout this report, in virtually every area of PHA's organization, progress was made in improving the quality of life for residents and the efficiency of PHA operations.

Other Results

- Instituted Statistical Contract Administration Reporting to identify and monitor contracts, task orders for services and construction.
- Continued operation of Lease Enforcement and Compliance Unit to support enforcement of PHA lease provisions.
- Trained all PHA maintenance staff members in Lead-Safe Work Practices.
- Provided timely response and worked to eliminate lead-based paint hazards for all identified EIBLL (Environmental Intervention Blood Lead Level) cases. PHA's Environmental Services Department initiated an EIBLL Response procedure for prospective HCV units that provides for risk assessments to be conducted at units planned for HCV lease that will be occupied by EIBLL children.
- Worked with the Philadelphia Health Department's Childhood Lead Poisoning Prevention Program to provide Lead Awareness training to HCV Service Representatives and managers.

PHA 2000-2002 Contract Awards



PHA awarded more than \$115,000,000 in contracts during the past year. 40.6% of those awards were with minority owned and woman owned businesses bringing the three year total to more than \$82,000,000 in MBE and WBE awards, 40.9% of all contracts.

- Other PHA Contract Awards
- MBE
- WBE

- Accomplishment #1** Established, updated and monitored agency-wide Strategic Operating Plan including goals, objectives and performance standards for all elements of PHA's operations
- Accomplishment #2** Contracted with LIHTC specialist to provide monitoring, training and oversight of Tax Credit compliance and reporting
- Accomplishment #3** Achieved an overall "strong" rating based on Standard & Poor's review of PHA operations
- Accomplishment #4** Received nearly perfect scores in OIG audits of PHA Procurement and Human Resources Departments
- Accomplishment #5** Established and implemented revised quality control procedures for income calculation and recertification processes
- Accomplishment #6** Automated financial close reports using new computer tools

- Provided lead awareness training sessions for scattered site and conventional site managers focusing on lead-based paint information to be disseminated to resident families at initial lease and annual recertification.

GOAL 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations



PHA Data Center

PHA continued and expanded efforts to incorporate best practices technology into all phases of PHA operations. Over the past five years, a solid Information Technology framework has been established incorporating industry-standard network equipment, upgrading or replacing mission critical software applications, building a qualified and responsive technology staff, and improving the capacity of all PHA computer users through extensive training. The previously cited Standard & Poor's review of PHA operations noted PHA's "...highly sophisticated technological capabilities" which exceed those of any other housing authority that S&P has evaluated. Key activities from the past year included:

Implementation of the PeopleSoft Enterprise Resource Planning (ERP) system continued including installation of the Help Desk, Projects and Grants modules. This software is an industry standard in the private sector and PHA is the first public agency to implement this software to manage these activities.

The newly installed modules provide dramatic enhancements to system users. For example, the new Help Desk modules will automatically populate the request form with data on the caller using the existing HR database. Using the new portal (see below), employees will be able to track their Help Desk requests, create new requests, view FAQs, etc.

PHA's ISM Department successfully upgraded to the new web-enabled 8.4 Version of PeopleSoft. This technology improves overall performance and will result in long-term cost savings. All upgrades can now be done from a central site without requiring visits to individual workstations. The upgrade also has a number of other benefits including simplifying the timekeeper data entry process, automating the update of longevity rates, and standardizing and simplifying the process of creating union reports.

Using the upgraded PeopleSoft functionality, PHA automated a wide range of internal forms and processes includ-

ing Request for Personnel, Budget Amendment, Employee Status Change, Termination, Overtime Compensation, Employee Performance Evaluation, etc. The new system allows these forms to be transmitted electronically for review and approval using PHA's established workflow methodology.

Access to PHA's computerized systems and information has been simplified through installation of a new Enterprise Portal application. The portal provides employees with simplified access to the applications and information they need to perform their jobs. In addition to the development work involved, all PHA user staff received training on the portal during the past year.

The existing Lotus Notes Vacancy Tracking application was upgraded to: track demolition and disposition activity; allow for direct access to resident information; incorporate recertification information; and improve reporting. Additional changes will occur in the coming months including web-enabling

the application and adding work order and rent collection information.

PHA's departmental servers have been consolidated into a new, central configuration designed to improve performance and simplify administration. In addition to this activity, desktops were upgraded to replace inefficient

and outdated models.

A comprehensive assessment of PHA's network infrastructure was completed during this period. A series of recommended actions were identified and are currently being addressed.

Other Results

- Hired a computer-based training expert to develop new interactive multimedia training to be delivered over PHA's intranet.
- Began development of automated project management checklist and reporting tools to facilitate Development Department workflow
- Created numerous additional management reports using new ERP query tools. System reports provide management with real time data on budget vs. actual expenditures, status of purchase requisitions, status of inventory and other key indicators.

Accomplishment #1	Implementation of PeopleSoft Enterprise Resource Planning Projects and Grants modules
Accomplishment #2	Upgrade to web-enabled Version 8.4 of PeopleSoft
Accomplishment #3	Implementation of new electronic processing forms and workflow to support Human Resources
Accomplishment #4	Implementation of new Enterprise Portal application
Accomplishment #5	Implementation of new internal Help Desk application
Accomplishment #6	Upgrade of Lotus Notes Vacancy Tracking application
Accomplishment #7	Consolidation and streamlining of computer servers
Accomplishment #8	Completion of network infrastructure assessment
Accomplishment #9	Upgrade of desktop PCs
Accomplishment #10	Implementation of comprehensive staff training to support full utilization of new and upgraded applications

GOAL 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services



City Hall

PHA works on an ongoing basis with a wide array of governmental partners to leverage PHA resources and collaborate on projects to improve the quality of life for PHA residents. Examples of these partnerships that impact virtually every

area of PHA operations are described throughout this report.

PHA continued to work closely with the City of Philadelphia Mayor's Office and the Department of Human Services on several key initiatives including sup-

porting neighborhood transformation efforts, planning for new affordable housing developments and providing supportive services and case management to reduce homelessness.

PHA established interagency agreements with City of Philadelphia agencies to allow: 1) the PHA Police Department to purchase and connect with the City Police Department's 800 mhz radio system; 2) the PHA to procure the same trash removal vehicles as those used by the City; and, 3) City departments to access PHA services including code related repairs, lead based paint repairs and emergency repairs.

- Accomplishment #1** Established interagency agreement with Police Department to access 800 mhz radio equipment
- Accomplishment #2** Continued implementation of "Good Neighbors Make Good Neighborhoods" program in conjunction with the City to provide supportive services to formerly homeless families and individuals
- Accomplishment #3** Collaborated with law enforcement agencies to implement the Narcotics Task Force
- Accomplishment #4** Obtained tax credit funding to support PHA development projects from Pennsylvania Housing Finance Agency
- Accomplishment #5** Obtained continued state funding to support Pre Apprenticeship Training Program
- Accomplishment #6** Obtained state funding for adult day care and child care meals
- Accomplishment #7** Negotiated interagency agreement resulting in over 100 requests for PHA services from other City departments



PHA enjoys a cooperative working relationship with Philadelphia City Council.



Philadelphia Housing Authority
Building Beyond Expectations

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The Philadelphia Fire Department provided training in fire safety to PHA residents and has participated in PHA Community Days to educate residents on fire prevention. The Fire Department also trained PHA employees in Emergency Services Operations.

Working with the Pennsylvania Housing Finance Agency, PHA has been successful in obtaining Low Income Housing Tax Credits for Richard Allen, Cambridge Plaza, MLK, Spring Garden, Tasker, Schuylkill Falls, Raymond Rosen Off-site, Suffolk Manor and Mt. Olivet. Cumulatively, these LIHTC

awards have generated \$84 million in equity funds to support PHA projects.

Continued Memorandum of Understanding with Pennsylvania National Guard to seal vacant PHA properties.

PHA continued its close working relationship with various State of Pennsylvania agencies to support the Pre-Apprenticeship Training Program, provide meals at adult day care and child care centers, and other efforts to promote resident economic self-sufficiency.

In the area of public safety, PHA's

Police Department collaborated with the Attorney General, the Philadelphia Police Department and other law enforcement agencies to fight drug trafficking and reduce criminal activity in and around PHA developments.

PHA attended Property Maintenance Training conducted by the Department of Licenses and Inspections to ensure compliance with the City Code.



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SECTION 1

INTRODUCTION

AND

OVERVIEW

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
Section I Households Served			
	Income Levels of Families Served	<ul style="list-style-type: none"> No Change Anticipated. 	<ul style="list-style-type: none"> The number of households with median income below 30% has increased from 81% in the baseline year to 87% in Year 2. Conversely, the number of households in higher income brackets have decreased.
	Waiting List Composition	<ul style="list-style-type: none"> Develop Marketing Plan to improve outreach and access to all population groups for waiting list. Develop site-based waiting lists as appropriate. 	<ul style="list-style-type: none"> PHA plans to continue its outreach to Hispanic and other non African-American minorities to increase diversity. Site-based waiting lists are being used at the mixed-finance developments
	Number of Public Housing and Section 8 Households	<ul style="list-style-type: none"> PHA anticipated serving 24,914 households In Year One PHA anticipated serving 26,164 households in Year Two. 	<ul style="list-style-type: none"> PHA actually served 26,522 households, exceeding projections by over 1600 households served in Year One. PHA actually served 28,090 households, exceeding projections by over 1900 households served in Year Two.
Section II Occupancy and Admissions Policies			
	Deconcentration	<ul style="list-style-type: none"> Develop a housing search component for families in the Housing Assistance Program (Section 8) 	<ul style="list-style-type: none"> Adopted a policy to encourage participation by owners of units located outside high poverty areas. Provide supportive services and training to assist with mobility. 1,074 clients have received counseling. 274 have been relocated as a result of receiving counseling. Issued an RFP for community partners that included neighborhood and mobility counseling services.

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
			<ul style="list-style-type: none"> • Began implementation of two-year recertifications for Housing Choice Voucher residents. • Will begin to implement two-year recertifications for public housing residents once market-based flat rents are implemented. • Administrative plan and ACOP are currently being revised to reflect the new changes.
	Re-Certification	<ul style="list-style-type: none"> • Begin planning to restructure the annual and interim review processes in public housing, conduct recertifications every three years for households that select flat rents; every two years for all other households. Conduct recertifications every two years in Section 8. Change interim recertification requirements. Revise administrative plan and ACOP to reflect new recertification process 	<ul style="list-style-type: none"> • Conducting market studies on rental values of public housing units. Will begin implementation in MTW Year 3. • Began planning for simplified rent calculation system. ACOP being revised to reflect the new changes.
	Market-Based Flat Rent	<ul style="list-style-type: none"> • Begin development of market-based rent caps schedule. • Revise ACOP to implement option of flat or income-based rents and maintain ceiling rents in some instances. 	<ul style="list-style-type: none"> • ACOP is currently being revised to reflect change. • Also new RFP issued that revised certain occupancy requirements for project-based units.
	Acquired Properties	<ul style="list-style-type: none"> • Revise ACOP to allow occupants of acquired properties to be certified as public housing residents per eligibility requirements 	<ul style="list-style-type: none"> • ACOP is currently being revised. • Administrative Plan is also being updated.
	Project-Based Housing	<ul style="list-style-type: none"> • Revise ACOP to allow PHA to refer applicants on the public housing waiting list to project-based voucher units. 	
Section III Changes in Housing Stock			<ul style="list-style-type: none"> • The actual numbers of units in use exceeded the projections: 12,578 public housing units were in use by March 2002. • 12,399 public housing units were in use as of March 2003. • The number of public housing units available decreased as a result of demolition at Tasker and Millcreek.

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Number of Section 8 Vouchers/Certificates in use	<ul style="list-style-type: none"> PHA projected that 13,566 Section 8 vouchers would be in use by March 2002. PHA projected that 14,611 Section 8 vouchers would be in use by March 2003. 	<ul style="list-style-type: none"> The actual number of Section 8 vouchers in use were 13,944 by March 2002. This exceeded the projection by 378. The actual number of Section 8 vouchers in use for March 2003 was 15,691 which exceeded the projection by 1,080 vouchers.
Section IV Sources and Amounts of Funding	Sources and Amounts of Funding	<ul style="list-style-type: none"> No anticipated change in funding amounts. 	<ul style="list-style-type: none"> Actual Funding for Year One decreased against the budgeted amount by \$3,066,596. Actual funding for Year Two decreased against the budgeted amount by \$8,610,397.
Section V Use of Funds	Reduce Administrative Costs	<ul style="list-style-type: none"> Continue Enterprise Resource System Implementation (Peoplesoft). 	<ul style="list-style-type: none"> Both phases have been implemented. The first phase consisted of General Ledger, Accounts Payable, Inventory, HRMS/Payroll/Time and Labor and Purchase Order Modules. The second phase consisted of Costing, Grants and Asset Management.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Develop alternative procurement policy. 	<ul style="list-style-type: none"> Submitted alternative procurement policy to HUD-received comments but still waiting for approval.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Revise PHA's ACOP for two-year recertifications or three-year recertification if public housing tenants elect flat rent. 	<ul style="list-style-type: none"> Currently revising ACOP for new recertification process and other revisions required as a result of MTW.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Complete first phase of energy audits. Continue planning for energy performance contracting program. 	<ul style="list-style-type: none"> Completed first phase. Reviewing proposals from the consultant. Hired engineering firm to serve as technical support.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Conduct management assessments to improve processes and efficiency in human resources, including enhancements of employee training and recruitment 	<ul style="list-style-type: none"> Completed review of HR's filing systems and management practices to enhance the application of the Peoplesoft system. Implemented Peoplesoft system.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Initiate management assessment of finance operations. 	<ul style="list-style-type: none"> Began assessment of operations. Should have final information by June of 2003. Assessment focused on all areas: finance, budget, accounts payable, etc.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Initiate an organizational development review to improve employee communication and staff 	<ul style="list-style-type: none"> The Communications Department produced an MTW communications plan overview for distribution to interested

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Costs	capacity.	<ul style="list-style-type: none"> parties. Implemented new Enterprise Portal application. Upgrade of desktop PC's. Implemented comprehensive staff training to support full use of new software and upgraded applications.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Initiate a Customer Relations Management Program to improve communications and services to residents. 	<ul style="list-style-type: none"> PHA has hired a consultant to assist with the implementation of the Customer Response Module application for the Call Center.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Initiate a management assessment of contracting and procurement methodology to increase efficiency and cost effectiveness. 	<ul style="list-style-type: none"> Instituted statistical contract administration reporting to identify and monitor contracts and task orders for services and construction. Received nearly perfect scores in recent OIG audit of procurement department.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Enhance staff recruitment and training. 	<ul style="list-style-type: none"> Provide ongoing IREM training for staff. Conducted Tax Credit Compliance training for PHA staff. Maintenance Staff received training in Lead Safe Work Practices. Expanded training on Peoplesoft.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Continue utility audits. 	<ul style="list-style-type: none"> Contracted with two firms to examine consumption. Reviewing results. Identified \$300,000 in over-billings.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Begin negotiation of guaranteed energy savings contract, if deemed appropriate based on audit results. 	<ul style="list-style-type: none"> Evaluating proposals and approach for possible contract award.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Implement energy conservation measures. 	<ul style="list-style-type: none"> Hired an energy consultant to perform consumption assessment and identify energy saving measures.
	Reduce Administrative Costs	<ul style="list-style-type: none"> Automate Housing Assistance Payments. 	<ul style="list-style-type: none"> Landlords now receive payments through Direct Deposit.
	Changes In Uses of Funds as a Result of MTW	<ul style="list-style-type: none"> Rehabilitate approximately 213 scattered site units. 	<ul style="list-style-type: none"> Rehabilitated 259 scattered site units. Began construction of 117 scattered site infill units.

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Designation		
	Changes In Uses of Funds as a Result of MTW Designation	<ul style="list-style-type: none"> • Commit funds for the purchase and rehabilitation of Suffolk Manor 	<ul style="list-style-type: none"> • Purchased and in the process of rehabilitating Suffolk Manor
	Changes In Uses of Funds as a Result of MTW Designation	<ul style="list-style-type: none"> • Commit funds for the purchase and rehabilitation of Mt. Olivet 	<ul style="list-style-type: none"> • Purchased and in the process of rehabilitating Mt. Olivet.
	Changes In Uses of Funds as a Result of MTW Designation	<ul style="list-style-type: none"> • Commit funds to construct Phase I of Cambridge Plaza 	<ul style="list-style-type: none"> • MTW funds are being used to support construction activities at Cambridge Plaza, Phases I and II.
	Changes In Uses of Funds as a Result of MTW Designation	<ul style="list-style-type: none"> • Use funds for acquisitions and rehabilitation of project-based properties, modernization and new development initiatives. 	<ul style="list-style-type: none"> • Acquired Mt. Olivet and Suffolk. • New construction activity or design activity at Cambridge and Millcreek. • Rehabilitation activity ongoing at Mt. Olivet, Suffolk, Blumberg, and Whitehall. • Completed renovation at Raymond Rosen and security upgrades at Blumberg, Harrison, and Westpark. • Completing construction to make 124 units handicapped accessible to comply with ADAPT lawsuit. 124 additional units will be made handicapped-accessible. • Awarded contract for vacancy reduction efforts at both conventional and scattered sites.
Section VI Capital Planning	Homeownership Activities	<ul style="list-style-type: none"> • Expand Section 8 Homeownership Demonstration Program into a Mortgage Assistance Program. 	<ul style="list-style-type: none"> • Planning is ongoing.
	Homeownership Activities	<ul style="list-style-type: none"> • Initiate incorporation of all homeownership programs – Turnkey III, 5h, and Section 8 under one umbrella for single point of access for all prospective homeowners; prepare plan for 	<ul style="list-style-type: none"> • Will be implemented in January 2004. • 49 families have purchased homes under the homeownership programs.

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
		development of a lease/purchase home ownership option.	
	Revitalize Neighborhoods	<ul style="list-style-type: none"> Continue implementation of Asset Management and Development strategy in scattered sites. 	<ul style="list-style-type: none"> In the process of acquiring, demolishing and/or rehabilitating scattered site properties in accordance with the adopted plan.
	Revitalize Neighborhoods	<ul style="list-style-type: none"> Implementation replacement housing policy. 	<ul style="list-style-type: none"> Developing site-based waiting lists. Securing funding through tax credits and bond financing for property revitalization.
	Revitalize Neighborhoods	<ul style="list-style-type: none"> Begin planning for streamlined acquisition, demolition and disposition processes for scattered site housing. 	<ul style="list-style-type: none"> Will develop streamlined proposal in MTW Year 3.
	Revitalize Neighborhoods	<ul style="list-style-type: none"> Begin planning to establish flexible standards for site acquisition. 	<ul style="list-style-type: none"> Will develop flexible standards in MTW Year 3.
	Revitalize Neighborhoods	<ul style="list-style-type: none"> Begin planning to establish criteria for qualifying and selecting developers for redevelopment projects. 	<ul style="list-style-type: none"> Will develop criteria in MTW Year 3. Awarded three construction management contracts, under current procurement guidelines, to allow for quick response for demolition and construction services.
	Revitalize Neighborhoods	<ul style="list-style-type: none"> Develop relationship with FHA for purposes of securing additional properties. 	<ul style="list-style-type: none"> In the process of determining whether PHA qualifies under FHA's criteria.
Section VII Management Information for Owned/Managed Housing	Vacancy Rates	<ul style="list-style-type: none"> No significant change anticipated in rate for FY 2001 or 2002. 	<ul style="list-style-type: none"> The actual vacancy rate in April 2001 was 24.1% and the adjusted rate was 11.6%. Even though no change was projected, the actual rate, as of March 31, 2003, is 21.96% and the adjusted rate is 8.71%. These rate reductions are due to continued Home Selection Days, lease enforcement activities, vacancy reduction efforts and unit adjustments as a result of changes in the housing stock.
	Work Orders	<ul style="list-style-type: none"> PHA intends to maintain current response times to emergency and routine work orders and decrease routine response time from 10 days. 	<ul style="list-style-type: none"> Continued to respond to 100% of emergency work orders within 24 hours and the average response time for routine work orders in now down to five days.

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Inspections	<ul style="list-style-type: none"> PHA will complete inspections for 100% of units. 	<ul style="list-style-type: none"> Completed 100% of inspections for conventional, scattered sites and AME's.
	Management Certification	<ul style="list-style-type: none"> Continue efforts to certify all managers as Accredited Residential Managers by Institute for Real Estate Management. 	<ul style="list-style-type: none"> Training is ongoing. Certified 45 managers to date.
	Resident Survey	<ul style="list-style-type: none"> Develop and implement a Resident Satisfaction Survey. 	<ul style="list-style-type: none"> Results of Survey are attached in Appendix A to this Annual Report.
	Alternatively Managed Entities	<ul style="list-style-type: none"> Initiate discussions with AMEs to incorporate MTW elements and ensure continued accountability through amendments to agreements. 	<ul style="list-style-type: none"> AME's, and the specific agreements governing them, are audited by a third party vendor in addition to audits by the Asset Management Department.
	Security	<ul style="list-style-type: none"> Continue community policing activities. 	<ul style="list-style-type: none"> Community policing is in force at 16 developments. 174 drug arrests were made in and around PHA developments. Reduced Part I crimes by 24%. Reduced Part II crimes by 29%.
	Security	<ul style="list-style-type: none"> Install new security systems at West Park and Blumberg Apartments. Continue assessments of security and installation of new security systems. 	<ul style="list-style-type: none"> Security upgrades installed at Westpark and being installed at Blumberg and Queen Lane. Assessments are being done at Fairhill, Harrison and Norris.
	Security	<ul style="list-style-type: none"> Establish Lease Enforcement and Compliance Unit with 24 hour lease enforcement hotline and \$250 reward for information that leads to conviction for criminal lease violations. 	<ul style="list-style-type: none"> LECU unit established. Conducted 6,323 criminal records checks. Investigated 856 complaints in the Housing Choice Voucher Program. Evicted 45 public housing tenants and barred 61 household members for criminal or drug activity.
	Security	<ul style="list-style-type: none"> Pilot and continue Quality of Life Program at Bartram Village and continue implementation of Quality of Life Program. 	<ul style="list-style-type: none"> Implemented Quality of Life Plus Initiatives at 3 sites with several additional sites scheduled for Year 3.
Section VIII Management Information for Leased Housing	Security	<ul style="list-style-type: none"> Establish Police Advisory Board. 	<ul style="list-style-type: none"> Board is established and has met several times. The Board consists of residents, members of TSSI and PHA staff.
	Management	<ul style="list-style-type: none"> Begin to plan for the restructuring of the Section 8 	<ul style="list-style-type: none"> Awarded contracts to 16 project-based sites. Still in the

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Improvements	<ul style="list-style-type: none"> Program, with Rent Subsidy and Mortgage Assistance. Begin initial development of unit-based assistance program. Begin neighborhood based rehabilitation loan program. 	<ul style="list-style-type: none"> planning stages for the loan program. New Request for Proposals issued for project-based assistance.
	Management Improvements	<ul style="list-style-type: none"> Utilize technology for inspections (wireless handheld) and to enable leased housing landlords to check HQS Inspection results on website. 	<ul style="list-style-type: none"> The technology is being utilized. It will be upgraded to allow inspectors to insert comments. Website inspection checks will be implemented in Year 3.
	Management Improvements	<ul style="list-style-type: none"> Develop plan to sponsor Landlord Fair and establish "Best Landlord Practices and Awards" 	<ul style="list-style-type: none"> PHA staff meets with prospective tenants and landlords on a monthly basis at Landlord Fairs to facilitate lease-ups. Instituted mandatory training for landlords which leads to best practices. Provide timely payments to landlords through Direct Deposit. Will be developed in MTW Year 3.
	Management Improvements	<ul style="list-style-type: none"> Develop Certified Tenant Program. 	<ul style="list-style-type: none"> Will be developed in MTW Year 3.
	Management Improvements	<ul style="list-style-type: none"> Achieve lease rate cap of 13,500. 	<ul style="list-style-type: none"> Exceeded goal with 15,691 vouchers leased.
	Management Improvements	<ul style="list-style-type: none"> Develop a program to limit participants to a seven-year voucher with exceptions for elderly and disabled. 	<ul style="list-style-type: none"> Program developed. In Year 3, upon recertification, all clients will be required to enter into Family Agreements to achieve self-sufficiency within seven years. This does not apply to residents, who are elderly or disabled or other cases where a hardship is present.
	Management Improvements	<ul style="list-style-type: none"> Develop a program to provide two-year temporary vouchers for rental or mortgage assistance for families with lost income due to layoffs or other hardships. 	<ul style="list-style-type: none"> Program draft developed. In the process of negotiating and drafting a memorandum of understanding with the Philadelphia Workforce Development Corporation to initiate the program. Expect activity in MTW Year 3.
	Management Improvements	<ul style="list-style-type: none"> Implement housing search component for Housing Assistance participants. 	<ul style="list-style-type: none"> Issued requests for proposals for community partners to provide additional counseling. Adopted a written policy and provide supportive services to assist with housing search.

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Inspection Strategy	<ul style="list-style-type: none"> • Complete 100% of planned annual, pre-contract, and HQS Quality control inspections. 	<ul style="list-style-type: none"> • Completed 100% of all types of inspections.
Section IX Resident Programs	Inspection Strategies	<ul style="list-style-type: none"> • Allow property owners up to 72 hours for emergency abatement. 	<ul style="list-style-type: none"> • Property owners have 72 hours to abate emergency repairs.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Begin planning for MTW Family Program to revise Section 8 Family Self Sufficiency Program and expand program to serve public housing residents and plan to serve at least 600 families. 	<ul style="list-style-type: none"> • Revised MTW Family Program into an Economic Self-Sufficiency Program. • Established MTW Family Services Units • Approximately 1,700 Housing Choice Voucher participants have entered into individual agreements to assist with achieving economic self-sufficiency.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Develop MTW Family Agreement. 	<ul style="list-style-type: none"> • MTW Family Agreements have been developed.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Review additional Family Self-Sufficiency regulations and adopt additional program incentives to support homeownership. 	<ul style="list-style-type: none"> • Implemented a Homebuyers Club where clients can receive money or settlement costs from Fleet Mortgage company. • Mailed information to prospective homeowners. • Offered housing counseling workshops for prospective homeowners.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Coordinate with satellite offices to place self-sufficiency coordinators in each office. 	<ul style="list-style-type: none"> • Economic self-sufficiency coordinators are located at the satellite offices to address issues. • An information briefing is provided on MTW at the satellite offices by the coordinators.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Open first One-Stop Center at Blumberg and plan for second One-Stop Center. 	<ul style="list-style-type: none"> • First One-Stop Center has been opened and planning has begun on the second center at either Tasker or Richard Allen.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Expand cooperative agreements, contracts and/or MOA/MOU in the funding and delivery of human services. 	<p>Negotiating or entered into agreements with:</p> <ul style="list-style-type: none"> • Philadelphia Workforce Development Corporation; • Contracted with League of Women Voters to provide technical assistance with resident council elections; • Received low income housing tax credits from PHFA; • Working with Fannie Mae to provide homeownership workshop

Table 1-1 Philadelphia Housing Authority's MTW Year Three Progress Chart

Title	Target Area for MTW Plans	Year One and Two Proposed Activities	Year One and Two Progress
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Provide education, life skills and employment training to approximately 500 residents in existing program. 	<ul style="list-style-type: none"> • Provided services to over 1000 residents
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Provide youth services to approximately 1400 youth in existing program. 	<ul style="list-style-type: none"> • Provided services to over 2,000 youth.
	Issues and Proposed Actions	<ul style="list-style-type: none"> • Provide health care assistance and enrichment to approximately 2500 seniors in existing program. 	<ul style="list-style-type: none"> • Provided services to over 4,000 seniors

SECTION 2: HOUSEHOLDS SERVED

This section provides information about the types of units and the characteristics of families served by the Philadelphia Housing Authority (PHA) in MTW Years One and Two in Public Housing (both conventional and scattered sites) and with the Housing Choice Voucher Program, formerly known as the Section Eight Program.

A. Number and Characteristics of Households Served.

PHA exceeded its projections for households served for both MTW Years 1 and 2. PHA anticipated serving 24,914 in the MTW Year One Annual Plan. The actual number of households served by March 31, 2002 was 26,522, exceeding the projection by more than 1,600 units. In the MTW Year Two Annual Plan, PHA projected serving 26,164 households and actually served 28,090 households, exceeding the projection by more than 1,900 units (See program totals for Program/Housing Types of PHA households below).

1. Unit Size of PHA Households.

The Baseline Year unit sizes for PHA households are presented in Table 2-1, followed by Years One and Two. The composition of PHA households by bedroom size remained relatively constant with a slight increase of 1% in three-bedroom occupancies from year 2001 to 2003.

Table 2-1. Baseline Year Number and Unit Size of PHA Households.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	499	1,580	2,756	2,335	517	89	8	7,784
Scattered Sites	0	34	531	2,327	663	602	237	4,394
HCV	506	2,152	3,169	5,434	918	195	50	12,424
Program Total	1,005	3,766	6,456	10,496	2,098	886	295	24,602
Distribution %	4%	15%	26%	43%	8%	3%	1%	100%

Source: CCS, October 1, 2001

Table 2-2. Unit Size of PHA Households in Year One.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	489	1,576	3,023	2,045	526	93	8	8,074
Scattered Sites	0	35	580	2,398	659	592	240	4,504
HCV	540	2,368	3,605	6,179	984	213	55	13,944
Program Total	1,029	3,979	7,208	10,936	2,169	898	303	26,522
Distribution %	4%	15%	27%	41%	8%	3%	1%	100%

Source: CCS, March 31, 2002.

Table 2-3. Unit Size of PHA Households in Year Two.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	515	1,575	2,730	2,474	489	86	9	7,878
Scattered Sites	0	33	577	2,457	637	585	232	4,521
HCV	540	2,623	4,098	6,992	1,126	244	68	15,691
Program Total	1,055	4,231	7,405	11,923	2,252	915	309	28,090
Distribution %	4%	15%	26%	42%	8%	3%	1%	100%

Source: CCS, March 31, 2003.

2. Composition by Family Type of PHA Households.

The number and type of households served by PHA in MTW Years One and Two are presented in Tables 2-5 and 2-6. Family households decreased slightly but continue to represent the majority of all households served by PHA. Disabled households remained the same and the number of elderly households increased slightly.

Table 2-4. Baseline Year Composition by Family Type for All Public Housing & HCV Households.

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	% Program
Conventional	4,121	53%	2,168	28%	1,495	19%	7,784	100%
Scattered Sites	2,240	51%	1,058	24%	1,096	25%	4,394	100%
HCV	8,186	66%	1,430	12%	2,808	22%	12,424	100%
Program Totals	14,547	59%	4,656	19%	5,399	22%	24,602	100%

Source: PHA CCS, October 1, 2001.

Table 2-5. Composition by Family Type of PHA Households in Year One.

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	3,990	49%	2,427	30%	1,657	21%	8,074	100%
Scattered Sites	2,310	51%	1,104	25%	1,090	24%	4,504	100%
HCV	9,150	66%	1,635	12%	3,159	23%	13,944	100%
Program Totals	15,450	58%	5,166	19%	5,906	22%	26,522	100%

Source: PHA CCS, March 31, 2002.

Table 2-6. Composition by Family Type of PHA Households in Year Two.

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	3,873	49%	2,386	30%	1,619	21%	7,878	100%
Scattered Sites	2,304	51%	1,140	25%	1,077	24%	4,521	100%
HCV	10,068	64%	1,880	12%	3,743	24%	15,691	100%
Program Totals	16,245	58%	5,406	19%	6,439	23%	28,090	100%

Source: PHA CCS, March 31, 2003.

3. Income Groups

The income groups for PHA households in MTW Years One and Two are presented in Tables 2-8 and 2-9 below. The vast majority of PHA residents have incomes below 30% of the area median income level. PHA met the MTW Demonstration Agreement requirement that at least 75% of the families assisted under MTW be very low-income families.

Table 2-7. Baseline Year Income Levels of PHA Households.

Housing Type/ Program	Below 30 % Median Income	Between 30 % and 50 % Median Income	Between 50 % and 80 % Median Income	Over 80 % Median Income	Total
Conventional Housing	6,488	978	255	63	7,784
Scattered Sites	3,391	668	263	72	4,394
HCV	<u>10,101</u>	<u>1,916</u>	<u>387</u>	<u>20</u>	<u>12,424</u>
Program Totals	19,980	3,562	905	155	24,602
Percentage	81 %	14 %	4 %	<1 %	

Source: PHA CCS, October 1, 2001.

Table 2-8. Income Levels of PHA Households in Year One.

Housing Type/ Program	Below 30 % Median Income	Between 30 % and 50 % Median Income	Between 50 % and 80 % Median Income	Over 80 % Median Income	Total
Conventional Housing	7,009	771	246	48	8,074
Scattered Sites	3,629	608	213	54	4,504
HCV	<u>11,853</u>	<u>1,816</u>	<u>264</u>	<u>11</u>	<u>13,944</u>
Program Totals	22,491	3,195	723	113	26,522
Percentage	85 %	12 %	3 %	<1 %	

Source: PHA CCS, March 31, 2002.

Table 2-9. Income Levels of PHA Households in Year Two.

Housing Type/ Program	Below 30 % Median Income	Between 30 % and 50 % Median Income	Between 50 % and 80 % Median Income	Over 80 % Median Income	Total
Conventional Housing	7,043	629	135	71	7,878
Scattered Sites	3,693	594	160	74	4,521
HCV	<u>13,744</u>	<u>1,753</u>	<u>183</u>	<u>11</u>	<u>15,691</u>
Program Totals	24,480	2,976	478	156	28,090
Percentage	87 %	11 %	2 %	<1 %	

Source: PHA CCS, March 31, 2003.

4. Program/Housing Types of PHA Households

PHA housing by program types for MTW Years One and Two is presented in Table 2-10. The total number of Households increased over the Baseline Year by 8% in Year One, and by 14% in Year Two. The most significant increase in the number of PHA Households was observed in the Housing Choice Voucher Program, which experienced an increase of 12% in Year One, and 26% in Year Two from the Baseline Year. The number of Conventional and Scattered Site Households did not change significantly over the two years.

**Table 2-10. Program/Housing Types of Households:
Baseline Year, Year One and Year Two.**

Housing Type/Program	Baseline Year		Year One		Year Two	
		%	Total	%	Total	%
Conventional	7,784	29%	8,074	30%	7,878	28%
Scattered Sites	4,394	18%	4,504	17%	4,521	16%
HCV	<u>12,424</u>	53%	<u>13,944</u>	53%	<u>15,691</u>	56%
Program Total	24,602	100%	26,522	100%	28,090	100%

Source: CCS, March 31, 2002.

5. Race and Ethnicity

Tables 2-11 through 2-13 present the race/ethnicity of Heads of Households of PHA residents. African-Americans continue to represent the vast majority of households served by PHA, followed by white and Hispanic households.

Table 2-11. Race/Ethnicity for Heads of Households of Public and HCV Housing in Baseline Year.

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	7,425	252	90	14	3	7,784
Scattered Sites	3,901	37	448	5	3	4,394
HCV	<u>10,765</u>	<u>1,129</u>	<u>337</u>	<u>115</u>	<u>78</u>	<u>12,424</u>
Program Totals	22,450	1,518	875	134	84	24,602
Percentage Distribution	91%	5%	4%	<1%	<1%	

Table 2-12. Race/Ethnicity for Heads of Households of Public and HCV Housing in Year One.

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	7,710	250	96	15	3	8,074
Scattered Sites	3,996	38	462	5	3	4,504
HCV	<u>12,070</u>	<u>1,307</u>	<u>362</u>	<u>118</u>	<u>87</u>	<u>13,944</u>
Program Totals	23,776	1,595	920	138	93	26,522
Percentage Distribution	90%	6%	3%	1%	<1%	100%

Source: PHA CCS, March 31, 2002.

Table 2-13. Race/Ethnicity for Heads of Households of Public and HCV Housing in Year Two.

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	7,510	243	982	14	13	7,878
Scattered Sites	4,044	35	433	7	2	4,521
HCV	<u>13,428</u>	<u>1,583</u>	<u>432</u>	<u>115</u>	<u>133</u>	<u>15,691</u>
Program Totals	24,982	1,861	963	136	148	28,090
Percentage Distribution	89%	7%	3%	<1%	<1%	100%

Source: PHA CCS, March 31, 2003.

B. Changes in Tenant Characteristics.

Demographic characteristics have remained relatively stable during the reporting period as shown by the sections on race and income.

Changes in the Waiting List Numbers and Characteristics.

This section provides information about the types of units and the characteristics of families on the PHA Waiting List for housing units in MTW Years One and Two at Public Housing (both conventional and scattered sites) and with the Housing Choice Voucher Program, formerly known as the Section Eight Program.

1. Unit Size Need by Waiting List Applicants.

As shown in Tables 2-14 through 2-16, the overall size of the PHA waiting list grew by 710 households. As shown in Tables 2-17 through 2-19, the family type composition of the waiting list remained relatively constant, with a slight increase in the percentage of families (from 68% to 70%) and a corresponding slight decrease in the percentage of households reporting disabilities (from 25% to 23%). Note, however that PHA's waiting list for Section 8/HCV program has remained closed during the entire reporting period. During this period, the public housing waiting list grew by 10,770 households reflecting the strong need for affordable housing in Philadelphia. Also during this period, the Section 8/HCV waiting list was reduced by 10,060 households, reflecting a purge of the list plus the high level of voucher issuance and leasing activity that occurred over the past two years.

Table 2-14. Baseline Year Composition by Bedroom Size Need for All Waiting List Applicants for Public and HCV Housing.

Housing Type/Program	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified	Total
Public Housing	255	3,760	662	106	12	5	2,391	7,191
HCV Housing	176	3,297	1,720	343	55	7	12,989	18,587
Program Total	431	7,057	2,382	449	67	12	15,380	25,778
Percentage Distribution	2%	27%	9%	2%	0%	0%	60%	

Source: PHA CCS, October 1, 2001.

Table 2-15. Composition by Bedroom Size Need for All Waiting List Applicants for Public and HCV Housing in Year One.

Housing Type/Program	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified	Total
Public Housing	113	4,070	1,331	144	12	5	21	8,423
HCV Housing	150	3,198	1,714	321	47	6	174	17,977
Program Total	263	7,268	3,045	465	59	11	195	26,400
Percentage Distribution	1%	27.5%	11.5%	2%	0%	0%	58%	

Source: PHA CCS, March 31, 2002.

Table 2-16. Composition by Bedroom Size Need for All Waiting List Applicants for Public and HCV Housing in Year Two.

Housing Type/Program	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified	Total
Public Housing	4,529	8,877	4,185	275	17	6	72	17,961
HCV Housing	5,183	1,932	1,156	173	21	3	59	8,527
Program Total	9,712	10,809	5,341	448	38	9	131	26,488
Percentage Distribution	37%	41%	20%	2%	0%	0%	>1%	

Source: PHA CCS, March 31, 2003.

2. Composition by Family Type of Waiting List Applicants.

Table 2-17. Baseline Year Composition by Family Type for All Waiting List Applicants for Public and HCV Housing.

Housing Type/Program	Family	Elderly	Disabled	Total
Public Housing	4,265 (24%)	258 (14%)	2,668 (42%)	7,191
Section 8 Housing	<u>13,246 (75%)</u>	<u>1,645 (86%)</u>	<u>3,696 (58%)</u>	<u>18,587</u>
Program Totals	17,511	1,903	6,364	25,778
Percentage	68%	7%	25%	

Source: PHA CCS, October 1, 2001.

Table 2-18. Composition by Family Type for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year One.

Housing Type/Program	Family	Elderly	Disabled	Total
Public Housing	5,201 (62%)	374 (4%)	2,848 (34%)	8,423
Section 8 Housing	<u>13,018 (72%)</u>	<u>1,583 (9%)</u>	<u>3,376 (19%)</u>	<u>17,977</u>
Program Totals	18,219	1,957	6,224	26,400
Percentage	69%	7%	24%	

Source: PHA CCS, March 31, 2002.

Table 2-19. Composition by Family Type for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Two.

Housing Type/Program	Family	Elderly	Disabled	Total
Public Housing	12,448 (67%)	844 (48%)	4,669 (75%)	17,961
Section 8 Housing	<u>6,074 (33%)</u>	<u>918 (52%)</u>	<u>1,535 (25%)</u>	<u>8,527</u>
Program Totals	18,522	1,762	6,204	26,488
Percentage	70%	7%	23%	

Source: PHA CCS, March 31, 2003.

3. Income Levels of Waiting List Applicants

In Year 1, 75% of applicant households were below 30% of median income. As of March 31, 2003, the number of households below 30% AMI increased to 93% of the waiting list. Similarly, the number of applicants in the income group between 30% and 50% of median income fell by 10%.

Table 2-20. Baseline Year Income Levels for All Waiting List Applicants for Public and HCV Housing.

Housing Type/Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	6,450	618	115	8	7,191
Sec 8	13,514	3,483	1,244	346	18,587
Program Totals	19,964	4,101	1,359	354	25,778
Percentage	75%	16%	5%	1%	100%

Source: PHA CCS, October 1, 2001.

Table 2-21. Income Levels for All Waiting List Applicants for Public and Housing Choice Vouchers in Year One.

Housing Type /Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	7,771	520	78	54	8,423
HCV	13,867	2,998	998	114	17,977
Program Totals	21,638	3,518	1,076	168	26,400
Percentage	82%	13%	4%	<1%	100%

Source: PHA CCS, March 31, 2002.

Table 2-22. Income Levels for All Waiting List Applicants for Public and HCV Housing in Year Two.

Housing Type /Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	17,108	787	57	9	17,961
HCV	7,632	830	56	9	8,527
Program Totals	24,740	1,617	113	18	26,488
Percentage	93%	6%	<1%	<1%	100%

Source: PHA CCS, March 31, 2003.

4. Program/Housing Type Requested by Waiting List Applicants.

**Table 2-23. Program/Housing Types Requested by Waiting List Applicants:
Baseline Year, Year One and Year Two.**

Housing Type/Program	Baseline Year		Year One		Year Two	
	Total	%	Total	%	Total	%
Public Housing	7,191	28	8,426	32	17,527	67
Housing Choice Vouchers	<u>18,587</u>	<u>72</u>	<u>17,977</u>	<u>68</u>	<u>8,527</u>	<u>33</u>
Program Total	25,778	100	26,403	100	26,054	100

Source: CCS, March 31, 2002, 2003.

5. Race/Ethnicity of Waiting List Applicants

Although the size of the waiting list increased slightly, the racial/ethnic composition remained relatively stable. PHA plans to continue its outreach to Hispanic and other non African-American minorities to increase ethnic diversity.

Table 2-24. Baseline Year Composition by Race/Ethnicity for All Waiting List Applicants for Public and HCV Housing (Section 8).

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Public Housing	6,676	223	216	35	41	7,191
Sec 8	15,425	1,961	558	72	571	18,587
Total	22,101	2,184	774	107	612	25,778
Percentage of Total	86%	8%	3%	<1%	2%	100%

Source: PHA CCS, October 1, 2001.

Table 2-25. Composition by Race/Ethnicity for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year One.

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Public Housing	7,765	276	289	46	47	8,423
HCV	14,963	1,854	538	69	553	17,977
Total	22,728	2,130	827	115	600	26,400
Percentage of Total	86%	8%	3%	<1%	2%	100%

Source: PHA CCS, March 31, 2002.

Table 2-26. Composition by Race/Ethnicity for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Two.

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Public Housing	16,306	557	895	75	128	17,961
HCV	7,088	994	198	31	216	8,527
Total	23,394	1,551	1,093	106	344	26,488
Percentage of Total	88%	6%	4%	<1%	1%	100%

Source: PHA CCS, March 31, 2003.

Waiting list issues and proposed actions. Income levels of applicants for public housing are likely to remain constant with the vast majority of applicants below 30% of the Area Median Income adjusted for family size. PHA will continue efforts to increase the inventory of housing units available for both public housing and the HCV Program. The number of applicants on the waiting list is anticipated to decline over the course of PHA's participation in MTW as PHA purges the lists and makes more efficient use of available vouchers.

SECTION 3: ADMISSIONS AND OCCUPANCY POLICIES

A. Changes in Concentration of Lower-Income Families by Program.

Deconcentration – Under the Year One Plan, PHA proposed efforts to raise the income of current residents, attract a greater mix of incomes through expanded and integrated community policing and lease enforcement efforts, improve conditions in developments and communities where PHA housing exists, and avoid concentrations of low-income residents. This has proven difficult, as Philadelphia has suffered a population decline for many years, with the largest losses at the middle and higher income levels.

Under the Year Two Plan, PHA began to integrate all homeownership programs, including homeownership in the HOPE VI mixed-finance developments, into the MTW Family Program. An essential component of two HOPE VI housing revitalization efforts is to increase economic diversity and expand participation in PHA initiatives. The Schuylkill Falls and Martin Luther King HOPE VI developments seek to increase the diversity of participants in MTW initiatives by offering market rate units.

Currently, assisted homeownership programs are limited to households typically earning no more than 80% of median income. The goal is to establish mixed income communities in neighborhoods where severely distressed housing developments were formerly located. Under the MTW initiative, PHA will offer homeownership opportunities for households with incomes up to 150% of median income at the Martin Luther King and Schuylkill Falls HOPE VI sites.

PHA's MTW Family Program is intended to increase incomes of families currently utilizing PHA housing assistance, as well as contribute to deconcentration starting in Year 3. The Program will include a housing search component for those families in the Housing Assistance Program. Expanded and integrated community policing and lease enforcement efforts are intended to improve conditions in developments and communities where PHA housing exists and to attract a greater mix of incomes.

PHA adopted and implemented a written policy to encourage participation by owners of units located outside areas of poverty and minority concentration. Supportive services and training are provided to certificate and voucher holders who are interested and are seeking housing opportunities in other areas. As of March 31, 2003 a total of 1074 families received mobility counseling and 274 families were relocated to less highly impacted areas.

B. Changes in Rent Policy.

Incentives to Promote Family Self-Sufficiency. PHA plans to adopt flat rents (or adjusted ceiling rents) in public housing and restructure the annual and interim review processes in public housing so that re-certifications will be conducted every three years for those families who pay flat rents. Reporting of certain income changes will still be required. PHA has begun to revise the Admissions and Occupancy Policy to incorporate these economic incentives for families. There are over 1,000 families participating in the Family Self-Sufficiency Program and more than 40 families have graduated. PHA has already started the 2-year recertifications for HCV.

Market-Based Flat Rent. In an effort to manage its housing stock using proven private sector methods, PHA planned to establish a schedule of market-based rent caps for conventional sites.

PHA has conducted market studies on rental values of public housing units. The schedule of market-based rent caps will establish maximum rents to ensure that public housing residents pay no more for their units than for comparable units in the private market. In determining the schedule of market-based rent caps, PHA will consider the quality, location, type and age of the unit as well as amenities available. PHA intends to begin implementation of market rent caps in MTW Year 3.

Narrative Discussion/Explanation of Change.

PHA offers a wide range of job training services, program referrals, and resource centers to assist residents in achieving self-sufficiency. The long-range goal of this assistance is to provide PHA residents with the ability to increase their income and their ability to move to areas that are less poverty-stricken. In addition, PHA is constructing mixed income developments with home ownership components. Finally, Housing Choice Voucher Participants are provided with mobility counseling to enhance their ability to move to less impacted areas.

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SECTION 4: CHANGES IN HOUSING STOCK

A. Number of units in inventory by program.

Table 4-1. Number of Public Housing Units and HCV Vouchers
In Use for Years One and Two.

Housing Programs	Baseline Year	Year One Projection	Year One Actual	Year Two Projection	Year Two Actual
	April 1, 2001	March 31, 2002	March 31, 2002	March 31, 2003	March 31, 2003
MTW Tenant-Based Vouchers (Non-Targeted)	11,473	12,500	13,069	13,500	13,900
HCV Moderate Rehabilitation	949	900	873	837	912
Non-MTW Vouchers	2	166	2	274	879
Voucher Unit Sub-Total	12,424	13,566	13,944	14,611	15,691
Public Housing Units ¹	12,178	12,414	12,578	12,664	12,399 ²
TOTAL PHA UNITS	24,602	25,980	26,522	27,275	28,090

B. Narrative Explanation of the Differences.

PHA has exceeded its projections for the total number of vouchers in use. PHA projected that 14,611 vouchers would be in use by the end of March 2003. The actual number in use was 15,691, exceeding the projection by more than one thousand vouchers. The total number of public housing units available decreased slightly due to revitalization and demolition at Mill Creek and Tasker.

SECTION 5: SOURCES AND AMOUNTS OF FUNDING

A. Planned Versus Actual Funding Amounts.

Table 5-1 presents the budgeted and actual amounts and sources of funding received by PHA in FY2001 and FY2002. Sources of funds include those funds previously designated for vouchers. Under MTW, voucher resources may be redirected to achieve the key objectives of the MTW Program.

Table 5-1. Summary of Sources and Amounts of Funding.

Revenue Sources	FY 2001 Budget	FY 2001 Actual Funding	FY 2002 Budget	FY 2002 Actual Funding
Dwelling Rental Income	\$14,418,103	14,418,103	\$14,240,276	13,141,261
Interest Income/Other	5,854,906	5,854,906	5,365,367	4,376,722
HCV Subsidy	127,138,064	124,071,468	131,460,759	129,466,679
Capital Subsidy including Replacement Housing Factor ¹	84,758,206 ¹	84,758,206 ¹	84,758,206 ¹	81,112,747 ¹
Operating Subsidy	99,580,919	99,580,919	106,884,810	103,541,529
Total Revenues	\$331,750,198	328,683,602	\$342,709,418	331,638,938

¹ Includes Replacement Housing Funding.

B. Narrative Discussion of Differences.

Lower Dwelling Rental Income is the result of PHA undergoing major modernization and revitalization programs that require relocation of residents. PHA also has fewer units available for occupancy, increased utility allowances, and Welfare to Work Participants, who may have zero rent for some period of time. The decrease in interest income was due largely to a lower rate of return on investments dictated by market forces. The increase in the Section 8 Block Grant was a result of a slight rise in the number of MTW vouchers and the granting of an adjustment factor.

The Capital Fund is formula driven based on standing units and needs. With fewer PHA standing units and decreases in the accrual needs and backlog, the resulting grant award contains fewer Capital dollars but more Replacement Housing funds for PHA.

The increase in the operating subsidy was due to funding at 100% subsidy and the change in the calculation for utilities as a result of MTW.

C. Consolidated Financial Statement for FY 2001 and FY 2002.

Table 5-2. Summary of MTW Funds and Non-MTW Funds.

Revenue Sources	FY 2001 Budget	FY 2001 Actual Budget	FY 2002 Budget	FY 2002 Actual Budget
Dwelling Rental Income	\$14,418,103	14,418,103	\$14,240,276	13,141,261
Interest Income/Other	5,854,906	5,854,906	5,365,367	4,376,722
HCV Subsidy and Admin Fee	134,267,880	131,201,284	139,141,945	139,607,948
Capital Subsidy including Replacement Housing Factor	84,758,206	84,758,206	84,758,206	81,112,747
Operating Subsidy	99,580,919	99,580,919	106,884,810	103,541,529
Grants	\$12,037,657	12,037,657	6,189,110	6,189,110
Total Revenue	\$350,917,671	347,851,075	\$356,579,714	347,969,317

SECTION 6: USES OF FUNDS

A. Budgeted Versus Actual Expenditures.

**Table 6-1. Planned Versus Actual Expenditures-Consolidated
Budgets for FY 2001 and FY 2002.**

Project	FY 2001 Budget	FY 2001 Actual	FY 2002 Budget	FY 2002 Actual
Public Housing	\$119,634,986	119,634,986	\$126,305,059 ¹	120,874,112
Capital Funds	84,758,206	84,758,206	84,758,206	81,112,747
HCV/Interest Income	134,486,822	131,420,226	139,327,339	139,793,348
Other Grants	12,037,657	12,037,657	6,189,110	6,189,110
TOTAL	\$350,917,671	347,851,075	\$356,579,714	347,969,317

B. Narrative/Explanation of Uses of Funds.

Revitalization Activities - Budgeted - \$38,370,784. MTW funds are being used to support construction activities at Suffolk Manor, Cambridge Plaza Phases I and II, and Mt. Olivet .

ADAPT Law Suit - Budgeted - \$6,000,000. The PHA is under a federal court order to make 248 Scattered Sites units handicapped accessible. MTW funds are being used to comply with this order. By 12/31/2003, 124 units will be converted handicap to accessible units. The remaining 124 units will be converted to handicap accessible units by 12/31/2005.

Vacancy Reduction Program - Budgeted - \$13,421,927. There is a PHA-wide effort to reduce the number of vacant units in both Conventional Sites and Scattered Sites. The work will be done under a construction management contract paid with MTW funds.

Customer Relations - Portal - \$1,400,000. The new Portal was paid for with MTW funds.

Completed a review of Human Resource's filing systems and management practices to enhance the application of the PeopleSoft system. Implementation of management improvement recommendations from detailed management assessments expected to be completed by September 30, 2003.

Major management initiatives proposed for FY 2001 included the continued implementation of the Enterprise Resource Planning (ERP) system, PeopleSoft. Because of the magnitude of the project, the application was implemented in phases. The first phase consisted of PeopleSoft's General Ledger, Accounts Payable, Inventory, HRMS/Payroll/Time & Labor and Purchase Order Modules, which include a requisition system. Through the new Time & Labor Module, for example, PHA was able to realize savings by allowing departments to send in time entry data through the Internet.

The second phase of ERP was implemented during FY 2002 and consisted of PeopleSoft's Project Costing, Grants and Asset Management (fixed assets) modules. The implementation of the ERP software has already enhanced PHA's ability to deliver quality services to our residents and maintain a centralized system for data.

PHA will continue to realize additional cost-savings and efficiencies in labor through technological innovations such as conducting inspections using wireless technology and providing inspection results to owners and occupants through the Internet.

Comprehensive Unit Renovation - Raymond Rosen - Budgeted - \$3,000,000 (CFP FY 2002). PHA has completed the modernization of 307 2-story row homes.

Whitehall and Hill Creek - Budgeted - \$8,407,299. Whitehall Phase III (32 Units) and Hill Creek Phase III (34 Units) as with the previous two phases is being supported through Capital Funds. The balance of Whitehall or Phase IV, which is approximately 65 units, will be funded under MTW as part of the Vacancy Reduction Program

Harrison Plaza: Completing the renovation of 10 units to make handicapped accessible - Budgeted - \$700,000. Completing the balcony work - Budgeted - \$1,632,678.

Non-Dwelling Space: Security upgrades at Blumberg as well as upgrades to non-dwelling space at Harrison Plaza and Westpark Apartments are being funded through Capital Funds in the amount of \$2,784,022.

C. Reserve Balance and Adequacy of Reserves.

PHA only restates reserves at the end of each fiscal year. PHA has increased its Low Rent Operating Reserve every year since the fiscal year ended March 31, 1998. At that time, the reserve was approximately \$3.4 million. PHA's unrestricted operating reserve as of year-end March 31, 2002, was \$38,859,200, and its operating reserve is projected to be approximately \$34 million at the end of the MTW Year Two. This amount equals more than two months of cash flow for PHA's public housing program. This level of reserve provides PHA with the resources to explore innovative ways to provide performance incentives and make other management improvements. These initiatives may temporarily reduce reserves from time to time. PHA is also examining its leave accrual policies to determine if it can improve efficiency and save money.

SECTION 7: CAPITAL PLANNING

A. Budgeted Versus Actual Expenditures by Property

Table 7-1. Capital Programs: Planned vs. Actual for FY 2001 and FY 2002.

Development Name	Scope of Work	FY 2001 Planned Construction Costs	FY 2002 Planned Construction Costs	Actual Expenditures and Obligations FY 2001/FY 2002
Blumberg	Modernization	\$4,000,000	\$4,000,000	\$14,774,807
Blumberg	Security System	1,156,000	1,156,000	1,000,000
Fairhill	Security System		800,000	0
Harrison	Security System	385,572		0
Harrison	Balcony Enclosures	1,284,000	1,284,000	1,391,991
Harrison	Lobby Entrance	275,000	275,000	891,321
Harrison	Kit/Bath/Handicap Accessibility	3,260,000	3,260,000	411,891
Hill Creek	Comprehensive Modernization	20,000,000	20,000,000	9,366,102
Hill Creek	New Heating System	2,720,000	2,720,000	1,479,000
Liddonfield	Community Bldg Addition	350,000	350,000	0
Mantua Hall	Modernization		3,000,000	0
Mantua Hall	Waterproofing	743,000		0
Norris	Landscaping	984,180	984,180	0
Norris	Masonry Repairs	450,000	450,000	278,000
Norris	Security System		500,000	0
Passyunk	PHA Police Station		1,500,000	0
Queen Lane	Security System		800,000	0
West Park	Security System	797,236	797,236	795,000
West Park	Boiler Replacement	410,000	410,000	410,000
West Park	Playground and Parking Lot	525,000		0
West Park	Window Replacement	666,436		0
West Park	Concrete Rehab	1,000,000	1,000,000	703,000
West Park	New Management Office	20,000	20,000	0
West Park	Site Improvements		7,500,000	0
Whitehall	Comprehensive Modernization	18,000,000	18,000,000	10,895,134
Wilson Park	Comprehensive Modernization	18,000,000	18,000,000	22,024,109
Wilson Park	Waterproofing	50,000	50,000	41,000
Richard Allen III ¹	New Development	14,300,000	14,300,000	13,694,000
Cambridge I ¹	New Development	3,800,000	3,800,000	4,941,493
Cambridge II ¹	New Development		3,800,000	5,122,340
Scattered Site ¹	New Development/ Infill/Rehab	14,704,000	14,704,000	16,062,375
Suffolk ¹	Modernization	3,500,000	3,500,000	3,418,000
Mt Sinai ¹	Modernization	1,500,000	1,500,000	0
Mt. Olivet	Acquisition, Pre- Construction, Operations		3,000,000	182,000
PHA-Wide	Accessibility		100,000	5,374,863

Development Name	Scope of Work	FY 2001 Planned Construction Costs	FY 2002 Planned Construction Costs	Actual Expenditures and Obligations FY 2001/FY 2002
	Improvements			
Mill Creek ¹	Planning, Relocation & Demolition		2,500,000	5,476,000
PHA-Wide	Sparkle Plus	9,000,000	6,500,000	4,046,000
PHA-Wide	Security Systems for 3 Section 8 Offices		300,000	0
PHA-Wide	Security Upgrades		1,000,000	1,062,000
PHA-Wide	Energy Conservation		5,500,000	0
Warehouse	Installation of Shelving	17,000	17,000	7,000
	TOTAL	\$121,897,424	\$147,377,416	\$123,857,426

¹ Capital portion of funding required for redevelopment.

B. Narrative Discussion of Capital Programs.

Construction is underway on the following programs: Blumberg Apartments (comprehensive modernization of 58 units, security system), Harrison (balcony enclosures), West Park (concrete stair tower rehab), Cambridge I (construction of 44 new units), Wilson Park (comprehensive modernization of 153 units), Richard Allen III (construction of 178 new units), Hill Creek (comprehensive modernization of 34 units), Whitehall (comprehensive modernization of 32 units) along with construction of 178 new scattered site infill units.

Pre-development activities are underway at Mill Creek, which include planning, relocation, and demolition activities.

Projects under design include: Cambridge II (new development), Harrison (lobby entrance), acquisition of Mt. Olivet and Suffolk Manor properties, and the Passyunk Maintenance/Police Building.

Capital projects were completed at the following sites: Hill Creek (new heating system), Norris (masonry repairs), West Park (boiler replacement and security system), and Wilson Park (waterproofing).

Rehab of kitchens/bath for 10 units and full handicap accessible accommodations at Harrison Plaza are under construction by PHA's Major Systems and are scheduled for completion by the end of May 2003. New shelves in the PHA Warehouse were also installed using capital funds.

PHA-Wide projects that were funded included PHA's Sparkle Plus Program aimed at improving the curb appeal of PHA sites, security upgrades, and handicap accessible accommodations.

No funding was available for the following planned projects as a result of reduced capital funding allocations in FY 2001 and FY 2002: Fairhill (security system), Harrison Apartments (security system) Liddonfield (Community Center), Mantua Hall (security), Norris Apartments (security), site improvements at West Park. Additionally, PHA-Wide projects that were not funded included the following: energy conservation projects, and installation of security systems at Housing Choice Community Offices.

SECTION 8: MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

A. Vacancy Rates

- Target:** The MTW Year Two Plan stated that as of April 1, 2001, PHA had an actual vacancy rate of 24.1% and an adjusted vacancy rate of 11.6%. It further stated that no significant change from the reported vacancy rates is anticipated by the end of the reporting period of March 31, 2003.
- Actual:** As of the end of MTW Year Two (March 31, 2003), the actual vacancy rate was reported as 21.96% and the adjusted vacancy rate as 8.71% (Table 8-1). Both figures include all conventional sites, scattered sites and AMEs, but exclude Mount Olivet. The reduction of vacancy rates has exceeded expectations. When the new units come online, it is anticipated that the vacancy rate will decrease significantly.

Table 8-1. Vacancy Rates.

VACANCIES	Baseline Year (4/01/01)		Year One (3/31/02)		Year Two (3/31/03)	
<u>SITE NAME / NUMBER</u>	Actual	Adjusted	Actual	Adjusted	Actual	Adjusted
	Rate %	Rate %	Rate %	Rate %	Rate %	Rate %
<u>North</u>						
003 Richard Allen Homes - H6/202			-	-	-	-
003 Richard Allen Homes - reconfig.	8.67	1.33	2.00	0.67	1.33%	4.00%
010 Raymond Rosen Manor -	52.39	0.00	37.96	1.13	0.65%	1.30%
117 Raymond Rosen Manor -	-	-	-	-	29.79%	2.17%
119 Raymond Rosen Manor - New	-	-	2.02	2.02	4.55%	3.03%
014 Norris Homes - FA	16.67	16.36	12.35	12.35	18.83%	16.67%
015 Harrison Plaza	5.35	5.35	5.35	4.68	8.03%	7.02%
016 Cambridge Plaza - 202	na	na	-	-	-	-
050 Norman Blumberg Apts - mod	59.80	15.20	15.03	3.61	19.16%	5.59%
055B Fairhill Apts - mod	17.42	17.42	1.89	1.89	7.20%	4.17%
114 Gladys B. Jacobs	1.25	1.25	2.50	2.50	5.00%	5.00%
Total	32.66	9.20	12.87	4.06	10.65%	7.70%
<u>Gtn/Ntheast</u>						
021 Schuylkill Falls - H6	na	na	-	-	-	-
023 Liddonfield	23.64	22.34	21.48	20.82	26.03%	23.86%
024 Queen Lane	7.25	7.19	10.14	10.07	11.59%	8.63%
029 Hill Creek - FA	27.16	4.78	32.54	14.33	27.76%	14.93%
032 Oxford Village	10.00	5.50	8.00	3.50	10.00%	4.00%
034 Whitehall Apts - FA	44.22	0.40	54.62	10.04	57.03%	11.65%
042 Champlost - mod	0.98	0.96	1.96	1.96	0.00%	0.98%
049 Morton Homes	1.61	1.21	4.03	4.03	8.87%	7.26%
066 Holmecrest	3.57	3.57	9.52	9.52	14.29%	10.71%
076 Emlen Arms	7.05	7.05	8.97	8.97	7.69%	3.85%
079 Plymouth Hall	26.09	26.09	11.59	11.59	10.14%	8.70%
083 Germantown	15.98	15.98	24.20	24.20	30.14%	27.85%
Total	18.25	9.32	20.74	12.61	22.56%	14.77%
<u>South Area</u>						

VACANCIES	Baseline Year (4/01/01)		Year One (3/31/02)		Year Two (3/31/03)	
SITE NAME / NUMBER	Actual	Adjusted	Actual	Adjusted	Actual	Adjusted
	Rate %	Rate %	Rate %	Rate %	Rate %	Rate %
002 Tasker Homes	18.15	16.98	26.66	0.11	60.50%	0.11%
013 Wilson Park - Elderly	39.94	18.45	15.05	14.70	9.32%	9.68%
113 Wilson Park - Multi-family (Mod.)	-	-	35.71	1.79	35.71%	0.67%
020 Spring Garden	3.96	3.47	8.91	6.44	7.43%	3.96%
031 Bartram Village	5.88	5.88	9.13	9.13	3.04%	3.25%
036 M. L. King - H6 / 202	na	na	-	-	-	-
052 Passyunk Homes - 202	na	na	-	-	-	-
062 Point Breeze Court	5.63	5.63	7.04	7.04	7.04%	7.04%
Total	21.64	6.64	21.35	4.69	32.21%	2.45%
<u>West Area</u>						
001 Johnson Homes	6.58	6.58	8.08	8.08	9.59%	9.40%
018 Arch Homes	5.48	5.48	4.11	4.11	6.85%	1.37%
035 Haddington Homes	10.14	10.14	8.78	7.43	9.46%	3.38%
039 Westpark Apts	25.69	25.69	28.75	28.75	14.37%	16.82%
041 Mill Creek Apartments - 202	28.14	18.63	52.47	0.00		0.00%
045 Mantua Hall	19.74	19.74	17.76	17.76	26.32%	22.37%
046 Haverford	4.17	4.17	8.33	8.33	0.00%	0.00%
061 Paschall Apts	16.29	14.93	16.74	16.74	17.65%	16.29%
063 Katie B. Jackson(9 Units to S.S.)	18.64	18.64	16.95	16.95	16.95%	18.64%
077 Bentley	18.18	18.18	14.14	14.14	16.16%	16.16%
093 Westpark Plaza	6.15	6.15	9.23	9.23	6.15%	4.62%
Total	15.89	14.47	19.71	12.58	13.29%	13.24%
TOTAL CONVENTIONAL	22.14	13.84	18.74	8.33	20.41%	9.19%
<u>Scattered Sites</u>						
901 Haddington/Overbrook	8.16	0.84	7.38	1.27	6.77%	2.11%
063 Katie B. Jackson(9 Units from Conv.)	0.00	0.00	0.00	0.00	0.00%	0.00%
902 Mantua	22.00	11.09	23.05	12.45	20.67%	11.73%
903 Kingsessing	8.70	3.34	8.74	4.20	8.16%	4.88%
904 Germantown/Hunting Park	16.56	7.57	22.61	12.71	17.02%	9.00%
905 Fairhill Square	24.34	13.32	26.43	12.10	21.33%	11.55%
030 Abbottsford Homes - mod	49.92	2.18	43.84	0.00	45.09%	6.39%
Total	na	na	na	na	20.73%	5.93%
<u>Scattered Sites</u>						
906 Francisville	37.48	14.46	36.48	15.95	35.89%	16.72%
907 Ludlow	29.69	9.95	28.86	10.19	27.12%	13.54%
908 Susquehanna	26.47	11.25	26.43	12.10	27.71%	12.90%
909 Strawberry Mansion	41.12	16.94	37.43	14.75	37.64%	15.36%
910 Oxford/Jefferson	34.63	7.60	36.46	10.73	38.14%	12.82%
055A Parkview Apt	5.00	5.00	5.00	5.00	0.00%	0.00%
065 Collegeview	7.41	7.41	5.56	5.56	3.70%	3.70%
100 C.B. Moore Homes	3.33	3.33	3.33	3.33	3.33%	3.33%
104 Arlene Homes	0.00	0.00	6.25	6.25	9.38%	6.25%
Total	na	na	32.19	12.60	32.33%	12.20%
TOTAL SCATTERED SITES	25.59	9.99	25.00	10.61	26.47%	9.03%

<u>VACANCIES</u>	<u>Baseline Year (4/01/01)</u>		<u>Year One (3/31/02)</u>		<u>Year Two (3/31/03)</u>	
<u>SITE NAME / NUMBER</u>	<u>Actual</u>	<u>Adjusted</u>	<u>Actual</u>	<u>Adjusted</u>	<u>Actual</u>	<u>Adjusted</u>
	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>
TOTAL PHA Managed	23.57	12.25	21.29	9.26	23.05%	9.12%
<u>Alternative Management Entities</u>						
053 Courtyard Apts. @ Riverview	5.32	5.32	4.47	4.47	0.85%	0.85%
126 8 Diamonds	na	na	na	na	0.77%	0.77%
127 Spring Garden Scattered Sites	No data	No data	2.50	2.50	0.00%	0.00%
131 St. Anthony's Senior Residence	No data	No data	0.00	0.00	0.00%	0.00%
128 Martin Luther King-Phase I	na	na	na	na	0.00%	0.00%
TOTAL AMEs	na	na	na	na	0.65	0.65
138 Mt. Olivet*					57.34%	6.88%
GRAND TOTAL All Sites (Excludes Mt. Olivet)	24.09	11.64	21.60	8.71	21.96%	8.71%

* Recently acquired property (MTW Year 2) undergoing substantial modernization.

B. Rent Collection

Table 8-2. Uncollected Rent.

	Baseline Year	Year One	Year Two
Billed Rents	\$12,490,979.00	\$22,667,744.56	\$22,958,785.12
Collected Rents	\$11,727,499.17	\$21,947,982.37	\$20,014,657.33
Uncollected Rents	\$ 763,479.83	\$ 719,762.19	\$ 2,944,127.79
Percent Billed/Uncollected Rents	6.11%	3.18%	12.82%

Source: Finance Department
Does not include Alternately Managed Entities.

- 1. Target:** At the end of Year Two MTW (March 31, 2003), PHA anticipated a five-percent reduction in the reported rate of uncollected rent for April 1, 2001. As of April 1, 2001, the rate was 6.11%. A five percent reduction would reduce the rate to 5.81%
- 2. Actual:** As of the end of MTW Year Two (March 31, 2003), economic conditions, modernization and revitalization have combined to increase the percentage of uncollected rents to 12.82% for the reporting period. PHA recognizes that rent collection must improve and has set a goal of decreasing the percentage of uncollected rent to 5% in MTW Year 3.

C. Work Orders

- 1. Target:** PHA expected to continue to meet or exceed current response times to 100% of emergency work orders within 24 hours. For routine work orders, PHA expects to further reduce response time of 10 days.

2. **Actual:** PHA has exceeded the targeted goal. The average response time for routine work orders is now 5 days. PHA continues to respond to 100% of emergency work orders within 24 hours.

D. Inspections

1. **Target:** PHA planned to complete inspections of 100% of units during MTW Year Two.
2. **Actual:** PHA completed 100% of inspections for conventional units, 100% of inspections for scattered sites, and 100% of inspections for all AMEs for an overall rate of 100% as of the end of MTW Year Two.
3. Results of Independent PHAS Inspections. The results of the FY 2002 Inspections are presented in Table 8-3.

Table 8-3. PHAS Physical Report for Fiscal Year 2002

PHA Information

PHA Code:	PA002	PHA Name:	PHILADELPHIA HOUSING AUTHORITY	Fiscal Year End:	03/31
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Number

of 64

Systemic Deficiencies

Projects:

No Physical Condition Credits were selected with the Management Assessment

Inspection Complete Date	Project ID	Inspection Number	Unit Count	Property (Development)	Overall Score
					100 - Point Basis
08/28/2002	PA26P002039	160945	323	Westpark Apartments	85c
07/19/2002	PA26P002010	153208	314	RAYMOND ROSEN APARTMENTS	97b*
07/17/2002	PA26P002037	153187	183	MORTON HOMES I	74c
07/17/2002	PA26P002030	153182	458	ABBOTTSFORD HOMES	86c
07/09/2002	PA26P002104	153206	32	Arlene Homes	96b
07/09/2002	PA26P002032	153184	200	OXFORD VILLAGE	89c*
07/09/2002	PA26P002069	153158	881	SCATTERED SITES	91c
07/09/2002	PA26P002091	153165	243	SCATTERED SITES	92b
07/09/2002	PA26P002035	153186	148	HADDINGTON HOMES	80c
07/09/2002	PA26P002100	153205	29	CECIL B MOORE HOMES	91a
07/01/2002	PA26P002029	153181	259	HILL CREEK I	82c
06/27/2002	PA26P002018	153177	73	ARCH HOMES	74c
06/27/2002	PA26P002051	153155	38	WHITMAN PARK	98a
06/27/2002	PA26P002023	153179	408	LIDDONFIELD I	86b
06/27/2002	PA26P002015	153174	298	HARRISON PLAZA	87c*
06/27/2002	PA26P002050	153192	498	NORMAN BLUMBERG APTS	88b
06/27/2002	PA26P002034	153185	113	WHITEHALL APARTMENTS I	76c

Inspection Complete Date	Project ID	Inspection Number	Unit Count	Property (Development)	Overall Score
					100 - Point Basis
06/27/2002	PA26P002020	153178	202	SPRING GARDEN APARTMENTS	74c
06/27/2002	PA26P002096	153204	3	TURNKEY III 20TH & BROWN	99a
06/26/2002	PA26P002065	153198	54	COLLEGEVIEW HOMES	99b
06/26/2002	PA26P002040	153756	168	NORRIS APARTMENTS II	89c
06/26/2002	PA26P002053	153193	470	Courtyard at Riverview	96b
06/25/2002	PA26P002088	153164	364	SCATTERED SITES	90b
06/25/2002	PA26P002066	153199	84	HOLMECREST HOUSES	97c
06/25/2002	PA26P002061	153195	219	PASCHALL APARTMENTS	80c*
06/25/2002	PA26P002017	153176	200	MILL CREEK APARTMENTS	61c*
06/25/2002	PA26P002041	153757	104	MILL CREEK APARTMENTS II	53c*
06/21/2002	PA26P002119	153168	563	ROSEN ON-SITE	94c
06/20/2002	PA26P002031	153183	491	BARTRAM VILLAGE	83c
06/14/2002	PA26P002077	153201	97	Bentley Hall	93b
06/13/2002	PA26P002092	153166	86	SCATTERED SITES 092	89b
06/06/2002	PA26P002025	153154	35	SCATTERED SITES 025	93b
06/05/2002	PA26P002046	153191	24	HAVERFORD HOMES	93c
06/05/2002	PA26P002083	153203	219	GERMANTOWN HOUSE	96a
06/05/2002	PA26P002062	153196	71	POINT BREEZE COURT	98b
06/04/2002	PA26P002087	153163	14	SCATTERED SITES 087	99a
05/31/2002	PA26P002014	153173	153	NORRIS APARTMENTS I	40c*
05/29/2002	PA26P002076	153200	156	EMLÉN ARMS	98c
05/29/2002	PA26P002093	153167	65	WESTPARK PLAZA	85b
05/29/2002	PA26P002063	153197	59	KATIE B. JACKSON	91b
05/24/2002	PA26P002078	153159	14	SCATTERED SITES 078	91b*
05/17/2002	PA26P002055	153194	262	FAIRHILL APTS	91c
05/17/2002	PA26P002067	153157	348	SCATTERED SITES	92c
05/17/2002	PA26P002080	153160	455	SCATTERED SITES	93b*
05/17/2002	PA26P002043	153759	19	QUEEN LANE APARTMENTS II	97a
05/16/2002	PA26P002079	153202	68	PLYMOUTH HALL	91c*
05/16/2002	PA26P002081	153161	487	SCATTERED SITES	89b*
05/15/2002	PA26P002038	153760	68	HILL CREEK II	96c
05/14/2002	PA26P002056	153758	51	LIDDONFIELD II	87c
05/14/2002	PA26P002049	153762	65	MORTON HOMES II	79c*

Inspection Complete Date	Project ID	Inspection Number	Unit Count	Property (Development)	Overall Score
					100 - Point Basis
05/13/2002	PA26P002024	153180	120	QUEEN LANE APARTMENTS	94c*
05/13/2002	PA26P002064	153761	62	WHITEHALL APARTMENTS II	98b
05/13/2002	PA26P002114	153207	79	GLADYS B. JACOBS APARTMENTS	99a
05/09/2002	PA26P002042	153189	101	CHAMPLOST HOMES	90c
05/09/2002	PA26P002045	153190	152	Mantua Hall Apartments	83c*
05/08/2002	PA26P002012	153152	871	SCATTERED SITES	87c
05/07/2002	PA26P002002	153170	919	TASKER HOMES	77c*
05/07/2002	PA26P002003	153171	150	Richard Allen Homes	94b
05/07/2002	PA26P002004	153150	1473	2004 SCATTERED SITES	89c*
05/07/2002	PA26P002005	153151	16	2005 SCATTERED SITES	92b
05/02/2002	PA26P002001	153169	527	James W. Johnson Homes	88c*
04/29/2002	PA26P002013	153172	274	WILSON PARK	90c
04/22/2002	PA26P002085	153162	435	SCATTERED SITES	91b*
04/18/2002	PA26P002060	153156	168	SCATTERED SITES 060	93a

Last Updated: 09/10/2002

E. Security

1. **Target:** Decrease Part I crimes.
2. **Actual:** In the Year 2 Plan, PHA reported a 10%-17% decrease in Part I and Part II crimes. As of March 31, 2003, the Authority has exceeded its projections in this area. There was a 24% reduction in Part I crimes and a 29% reduction in Part II crimes as of March 31, 2003, due in part to the continuation of site-based policing at sixteen developments.

Security Systems. New security systems have been installed at Harrison Plaza, West Park, and Blumberg Apartments. Security system upgrades planned for Fairhill, Norris, Queen Lane and Mantua Hall were delayed due to reduced funding allocation under the Capital Fund.

PHAPD, ISM, Design, Major Systems, Conventional Sites and several other departments have developed a security committee. This committee reviews the security plan at each development to ensure continuity and compatibility with security systems. The committee is also developing a standardization document, to be used as a template for all security system designs and a comprehensive request for proposal for an authority-wide security assessment.

Improved Coordination with the Philadelphia Police Department. PHA now has a direct link with the Philadelphia Police Department. This link provides PHAPD with data on crimes not previously captured and offers more accurate statistics. In sum, this partnership allows PHAPD to employ its resources more effectively.

Lease Enforcement and Compliance Unit. The Lease Enforcement and Compliance Unit evicted 45 tenants and barred 61 household members for criminal and/or drug-related activity. PHA also conducted 6,323 criminal records checks and investigated 856 complaints in the Housing Choice Voucher program. As a result, 227 voucher holders were recommended for termination from the program for program or lease violations.

Table 8-4 reflects disposed narcotics and criminal activity cases which have been processed for eviction through the PHA Legal Department or through the managers from March 1, 2001 to March 31, 2003.

Table 8-4. Lease Enforcement Activity for MTW Years One and Two.

Case Type	Evictions	Partial Evictions
Narcotics	42	46
Criminal Activity	3	15

Quality of Life Program. Management and maintenance teams have instituted one-day initiatives at two housing developments to provide referrals for social services and to address lease violations, maintenance issues, delinquent rent, and late recertifications. Each one-day initiative includes follow-up activities such as police patrols, establishment of town watch, assessments for social services, initiation of eviction process for delinquent rent or lease violations, and completion of repairs. The citation enforcement system has

been implemented at Bartram and Mantua and the process is now being streamlined to maximize effectiveness

Community-Based Policing. The PHAPD continues to operate its community based policing initiative at 16 developments. Also, a patrol schedule has been established which provides police coverage throughout the city. The schedule is based on the CBMO areas and provides coverage at various locations and times.

Neighborhood Town Watch Groups. The Managing Director's Office of the City of Philadelphia continues to work with TSSI to establish watch groups throughout the city.

Police Advisory Board. The advisory board continues to work with the community to identify crime and quality of life issues. The advisory board is scheduled to meet in May of 2003.

SECTION 8: MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

A. Vacancy Rates

1. **Target:** The MTW Year Two Plan stated that as of April 1, 2001, PHA had an actual vacancy rate of 24.1% and an adjusted vacancy rate of 11.6%. It further stated that no significant change from the reported vacancy rates is anticipated by the end of the reporting period of March 31, 2003.
2. **Actual:** As of the end of MTW Year Two (March 31, 2003), the actual vacancy rate was reported as 21.96% and the adjusted vacancy rate as 8.71% (Table 8-1). Both figures include all conventional sites, scattered sites and AMEs, but exclude Mount Olivet. The reduction of vacancy rates has exceeded expectations. When the new units come online, it is anticipated that the vacancy rate will decrease significantly.

Table 8-1. Vacancy Rates.

VACANCIES	Baseline Year (4/01/01)		Year One (3/31/02)		Year Two (3/31/03)	
<u>SITE NAME / NUMBER</u>	Actual	Adjusted	Actual	Adjusted	Actual	Adjusted
	Rate %	Rate %	Rate %	Rate %	Rate %	Rate %
<u>North</u>						
003 Richard Allen Homes - H6/202			-	-	-	-
003 Richard Allen Homes - reconfig.	8.67	1.33	2.00	0.67	1.33%	4.00%
010 Raymond Rosen Manor -	52.39	0.00	37.96	1.13	0.65%	1.30%
117 Raymond Rosen Manor -	-	-	-	-	29.79%	2.17%
119 Raymond Rosen Manor - New	-	-	2.02	2.02	4.55%	3.03%
014 Norris Homes - FA	16.67	16.36	12.35	12.35	18.83%	16.67%
015 Harrison Plaza	5.35	5.35	5.35	4.68	8.03%	7.02%
016 Cambridge Plaza - 202	na	na	-	-	-	-
050 Norman Blumberg Apts - mod	59.80	15.20	15.03	3.61	19.16%	5.59%
055B Fairhill Apts - mod	17.42	17.42	1.89	1.89	7.20%	4.17%
114 Gladys B. Jacobs	1.25	1.25	2.50	2.50	5.00%	5.00%
Total	32.66	9.20	12.87	4.06	10.65%	7.70%
<u>Gtn/Ntheast</u>						
021 Schuylkill Falls - H6	na	na	-	-	-	-
023 Liddonfield	23.64	22.34	21.48	20.82	26.03%	23.86%
024 Queen Lane	7.25	7.19	10.14	10.07	11.59%	8.63%
029 Hill Creek - FA	27.16	4.78	32.54	14.33	27.76%	14.93%
032 Oxford Village	10.00	5.50	8.00	3.50	10.00%	4.00%
034 Whitehall Apts - FA	44.22	0.40	54.62	10.04	57.03%	11.65%
042 Champlost - mod	0.98	0.96	1.96	1.96	0.00%	0.98%
049 Morton Homes	1.61	1.21	4.03	4.03	8.87%	7.26%
066 Holmecrest	3.57	3.57	9.52	9.52	14.29%	10.71%
076 Emlen Arms	7.05	7.05	8.97	8.97	7.69%	3.85%
079 Plymouth Hall	26.09	26.09	11.59	11.59	10.14%	8.70%
083 Germantown	15.98	15.98	24.20	24.20	30.14%	27.85%
Total	18.25	9.32	20.74	12.61	22.56%	14.77%
<u>South Area</u>						

VACANCIES	Baseline Year (4/01/01)		Year One (3/31/02)		Year Two (3/31/03)	
SITE NAME / NUMBER	Actual	Adjusted	Actual	Adjusted	Actual	Adjusted
	Rate %	Rate %	Rate %	Rate %	Rate %	Rate %
002 Tasker Homes	18.15	16.98	26.66	0.11	60.50%	0.11%
013 Wilson Park - Elderly	39.94	18.45	15.05	14.70	9.32%	9.68%
113 Wilson Park - Multi-family (Mod.)	-	-	35.71	1.79	35.71%	0.67%
020 Spring Garden	3.96	3.47	8.91	6.44	7.43%	3.96%
031 Bartram Village	5.88	5.88	9.13	9.13	3.04%	3.25%
036 M. L. King - H6 / 202	na	na	-	-	-	-
052 Passyunk Homes - 202	na	na	-	-	-	-
062 Point Breeze Court	5.63	5.63	7.04	7.04	7.04%	7.04%
Total	21.64	6.64	21.35	4.69	32.21%	2.45%
<u>West Area</u>						
001 Johnson Homes	6.58	6.58	8.08	8.08	9.59%	9.40%
018 Arch Homes	5.48	5.48	4.11	4.11	6.85%	1.37%
035 Haddington Homes	10.14	10.14	8.78	7.43	9.46%	3.38%
039 Westpark Apts	25.69	25.69	28.75	28.75	14.37%	16.82%
041 Mill Creek Apartments - 202	28.14	18.63	52.47	0.00		0.00%
045 Mantua Hall	19.74	19.74	17.76	17.76	26.32%	22.37%
046 Haverford	4.17	4.17	8.33	8.33	0.00%	0.00%
061 Paschall Apts	16.29	14.93	16.74	16.74	17.65%	16.29%
063 Katie B. Jackson(9 Units to S.S.)	18.64	18.64	16.95	16.95	16.95%	18.64%
077 Bentley	18.18	18.18	14.14	14.14	16.16%	16.16%
093 Westpark Plaza	6.15	6.15	9.23	9.23	6.15%	4.62%
Total	15.89	14.47	19.71	12.58	13.29%	13.24%
TOTAL CONVENTIONAL	22.14	13.84	18.74	8.33	20.41%	9.19%
Scattered Sites						
901 Haddington/Overbrook	8.16	0.84	7.38	1.27	6.77%	2.11%
063 Katie B. Jackson(9 Units from Conv.)	0.00	0.00	0.00	0.00	0.00%	0.00%
902 Mantua	22.00	11.09	23.05	12.45	20.67%	11.73%
903 Kingsessing	8.70	3.34	8.74	4.20	8.16%	4.88%
904 Germantown/Hunting Park	16.56	7.57	22.61	12.71	17.02%	9.00%
905 Fairhill Square	24.34	13.32	26.43	12.10	21.33%	11.55%
030 Abbotsford Homes - mod	49.92	2.18	43.84	0.00	45.09%	6.39%
Total	na	na	na	na	20.73%	5.93%
<u>Scattered Sites</u>						
906 Francisville	37.48	14.46	36.48	15.95	35.89%	16.72%
907 Ludlow	29.69	9.95	28.86	10.19	27.12%	13.54%
908 Susquehanna	26.47	11.25	26.43	12.10	27.71%	12.90%
909 Strawberry Mansion	41.12	16.94	37.43	14.75	37.64%	15.36%
910 Oxford/Jefferson	34.63	7.60	36.46	10.73	38.14%	12.82%
055A Parkview Apt	5.00	5.00	5.00	5.00	0.00%	0.00%
065 Collegeview	7.41	7.41	5.56	5.56	3.70%	3.70%
100 C.B. Moore Homes	3.33	3.33	3.33	3.33	3.33%	3.33%
104 Arlene Homes	0.00	0.00	6.25	6.25	9.38%	6.25%
Total	na	na	32.19	12.60	32.33%	12.20%
TOTAL SCATTERED SITES	25.59	9.99	25.00	10.61	26.47%	9.03%

<u>VACANCIES</u>	<u>Baseline Year (4/01/01)</u>		<u>Year One (3/31/02)</u>		<u>Year Two (3/31/03)</u>	
<u>SITE NAME / NUMBER</u>	<u>Actual</u>	<u>Adjusted</u>	<u>Actual</u>	<u>Adjusted</u>	<u>Actual</u>	<u>Adjusted</u>
	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>	<u>Rate %</u>
TOTAL PHA Managed	23.57	12.25	21.29	9.26	23.05%	9.12%
<u>Alternative Management Entities</u>						
053 Courtyard Apts. @ Riverview	5.32	5.32	4.47	4.47	0.85%	0.85%
126 8 Diamonds	na	na	na	na	0.77%	0.77%
127 Spring Garden Scattered Sites	No data	No data	2.50	2.50	0.00%	0.00%
131 St. Anthony's Senior Residence	No data	No data	0.00	0.00	0.00%	0.00%
128 Martin Luther King-Phase I	na	na	na	na	0.00%	0.00%
TOTAL AMEs	na	na	na	na	0.65	0.65
138 Mt. Olivet*					57.34%	6.88%
GRAND TOTAL All Sites (Excludes Mt. Olivet)	24.09	11.64	21.60	8.71	21.96%	8.71%

* Recently acquired property (MTW Year 2) undergoing substantial modernization.

B. Rent Collection

Table 8-2. Uncollected Rent.

	Baseline Year	Year One	Year Two
Billed Rents	\$12,490,979.00	\$22,667,744.56	\$22,958,785.12
Collected Rents	\$11,727,499.17	\$21,947,982.37	\$20,014,657.33
Uncollected Rents	\$ 763,479.83	\$ 719,762.19	\$ 2,944,127.79
Percent Billed/Uncollected Rents	6.11%	3.18%	12.82%

Source: Finance Department
Does not include Alternately Managed Entities.

1. **Target:** At the end of Year Two MTW (March 31, 2003), PHA anticipated a five-percent reduction in the reported rate of uncollected rent for April 1, 2001. As of April 1, 2001, the rate was 6.11%. A five percent reduction would reduce the rate to 5.81%
2. **Actual:** As of the end of MTW Year Two (March 31, 2003), economic conditions, modernization and revitalization have combined to increase the percentage of uncollected rents to 12.82% for the reporting period. PHA recognizes that rent collection must improve and has set a goal of decreasing the percentage of uncollected rent to 5% in MTW Year 3.

C. Work Orders

1. **Target:** PHA expected to continue to meet or exceed current response times to 100% of emergency work orders within 24 hours. For routine work orders, PHA expects to further reduce response time of 10 days.

2. **Actual:** PHA has exceeded the targeted goal. The average response time for routine work orders is now 5 days. PHA continues to respond to 100% of emergency work orders within 24 hours.

D. Inspections

1. **Target:** PHA planned to complete inspections of 100% of units during MTW Year Two.
2. **Actual:** PHA completed 100% of inspections for conventional units, 100% of inspections for scattered sites, and 100% of inspections for all AMEs for an overall rate of 100% as of the end of MTW Year Two.
3. Results of Independent PHAS Inspections. The results of the FY 2002 Inspections are presented in Table 8-3.

Table 8-3. PHAS Physical Report for Fiscal Year 2002

PHA Information

PHA Code:	PA002	PHA Name:	PHILADELPHIA HOUSING AUTHORITY	Fiscal Year End:	03/31
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Number

of 64

Systemic Deficiencies

Projects:

No Physical Condition Credits were selected with the Management Assessment

Inspection Complete Date	Project ID	Inspection Number	Unit Count	Property (Development)	Overall Score
					100 - Point Basis
08/28/2002	PA26P002039	160945	323	Westpark Apartments	85c
07/19/2002	PA26P002010	153208	314	RAYMOND ROSEN APARTMENTS	97b*
07/17/2002	PA26P002037	153187	183	MORTON HOMES I	74c
07/17/2002	PA26P002030	153182	458	ABBOTTSFORD HOMES	86c
07/09/2002	PA26P002104	153206	32	Arlene Homes	96b
07/09/2002	PA26P002032	153184	200	OXFORD VILLAGE	89c*
07/09/2002	PA26P002069	153158	881	SCATTERED SITES	91c
07/09/2002	PA26P002091	153165	243	SCATTERED SITES	92b
07/09/2002	PA26P002035	153186	148	HADDINGTON HOMES	80c
07/09/2002	PA26P002100	153205	29	CECIL B MOORE HOMES	91a
07/01/2002	PA26P002029	153181	259	HILL CREEK I	82c
06/27/2002	PA26P002018	153177	73	ARCH HOMES	74c
06/27/2002	PA26P002051	153155	38	WHITMAN PARK	98a
06/27/2002	PA26P002023	153179	408	LIDDONFIELD I	86b
06/27/2002	PA26P002015	153174	298	HARRISON PLAZA	87c*
06/27/2002	PA26P002050	153192	498	NORMAN BLUMBERG APTS	88b
06/27/2002	PA26P002034	153185	113	WHITEHALL APARTMENTS I	76c

Inspection Complete Date	Project ID	Inspection Number	Unit Count	Property (Development)	Overall Score
					100 - Point Basis
06/27/2002	PA26P002020	153178	202	SPRING GARDEN APARTMENTS	74c
06/27/2002	PA26P002096	153204	3	TURNKEY III 20TH & BROWN	99a
06/26/2002	PA26P002065	153198	54	COLLEGEVIEW HOMES	99b
06/26/2002	PA26P002040	153756	168	NORRIS APARTMENTS II	89c
06/26/2002	PA26P002053	153193	470	Courtyard at Riverview	96b
06/25/2002	PA26P002088	153164	364	SCATTERED SITES	90b
06/25/2002	PA26P002066	153199	84	HOLMECREST HOUSES	97c
06/25/2002	PA26P002061	153195	219	PASCHALL APARTMENTS	80c*
06/25/2002	PA26P002017	153176	200	MILL CREEK APARTMENTS	61c*
06/25/2002	PA26P002041	153757	104	MILL CREEK APARTMENTS II	53c*
06/21/2002	PA26P002119	153168	563	ROSEN ON-SITE	94c
06/20/2002	PA26P002031	153183	491	BARTRAM VILLAGE	83c
06/14/2002	PA26P002077	153201	97	Bentley Hall	93b
06/13/2002	PA26P002092	153166	86	SCATTERED SITES 092	89b
06/06/2002	PA26P002025	153154	35	SCATTERED SITES 025	93b
06/05/2002	PA26P002046	153191	24	HAVERFORD HOMES	93c
06/05/2002	PA26P002083	153203	219	GERMANTOWN HOUSE	96a
06/05/2002	PA26P002062	153196	71	POINT BREEZE COURT	98b
06/04/2002	PA26P002087	153163	14	SCATTERED SITES 087	99a
05/31/2002	PA26P002014	153173	153	NORRIS APARTMENTS I	40c*
05/29/2002	PA26P002076	153200	156	EMLen ARMS	98c
05/29/2002	PA26P002093	153167	65	WESTPARK PLAZA	85b
05/29/2002	PA26P002063	153197	59	KATIE B. JACKSON	91b
05/24/2002	PA26P002078	153159	14	SCATTERED SITES 078	91b*
05/17/2002	PA26P002055	153194	262	FAIRHILL APTS	91c
05/17/2002	PA26P002067	153157	348	SCATTERED SITES	92c
05/17/2002	PA26P002080	153160	455	SCATTERED SITES	93b*
05/17/2002	PA26P002043	153759	19	QUEEN LANE APARTMENTS II	97a
05/16/2002	PA26P002079	153202	68	PLYMOUTH HALL	91c*
05/16/2002	PA26P002081	153161	487	SCATTERED SITES	89b*
05/15/2002	PA26P002038	153760	68	HILL CREEK II	96c
05/14/2002	PA26P002056	153758	51	LIDDONFIELD II	87c
05/14/2002	PA26P002049	153762	65	MORTON HOMES II	79c*

Inspection Complete Date	Project ID	Inspection Number	Unit Count	Property (Development)	Overall Score
					100 - Point Basis
05/13/2002	PA26P002024	153180	120	QUEEN LANE APARTMENTS	94c*
05/13/2002	PA26P002064	153761	62	WHITEHALL APARTMENTS II	98b
05/13/2002	PA26P002114	153207	79	GLADYS B. JACOBS APARTMENTS	99a
05/09/2002	PA26P002042	153189	101	CHAMPLOST HOMES	90c
05/09/2002	PA26P002045	153190	152	Mantua Hall Apartments	83c*
05/08/2002	PA26P002012	153152	871	SCATTERED SITES	87c
05/07/2002	PA26P002002	153170	919	TASKER HOMES	77c*
05/07/2002	PA26P002003	153171	150	Richard Allen Homes	94b
05/07/2002	PA26P002004	153150	1473	2004 SCATTERED SITES	89c*
05/07/2002	PA26P002005	153151	16	2005 SCATTERED SITES	92b
05/02/2002	PA26P002001	153169	527	James W. Johnson Homes	88c*
04/29/2002	PA26P002013	153172	274	WILSON PARK	90c
04/22/2002	PA26P002085	153162	435	SCATTERED SITES	91b*
04/18/2002	PA26P002060	153156	168	SCATTERED SITES 060	93a

Last Updated: 09/10/2002

E. Security

1. **Target:** Decrease Part I crimes.
2. **Actual:** In the Year 2 Plan, PHA reported a 10%-17% decrease in Part I and Part II crimes. As of March 31, 2003, the Authority has exceeded its projections in this area. There was a 24% reduction in Part I crimes and a 29% reduction in Part II crimes as of March 31, 2003, due in part to the continuation of site-based policing at sixteen developments.

Security Systems. New security systems have been installed at Harrison Plaza, West Park, and Blumberg Apartments. Security system upgrades planned for Fairhill, Norris, Queen Lane and Mantua Hall were delayed due to reduced funding allocation under the Capital Fund.

PHAPD, ISM, Design, Major Systems, Conventional Sites and several other departments have developed a security committee. This committee reviews the security plan at each development to ensure continuity and compatibility with security systems. The committee is also developing a standardization document, to be used as a template for all security system designs and a comprehensive request for proposal for an authority-wide security assessment.

Improved Coordination with the Philadelphia Police Department. PHA now has a direct link with the Philadelphia Police Department. This link provides PHAPD with data on crimes not previously captured and offers more accurate statistics. In sum, this partnership allows PHAPD to employ its resources more effectively.

Lease Enforcement and Compliance Unit. The Lease Enforcement and Compliance Unit evicted 45 tenants and barred 61 household members for criminal and/or drug-related activity. PHA also conducted 6,323 criminal records checks and investigated 856 complaints in the Housing Choice Voucher program. As a result, 227 voucher holders were recommended for termination from the program for program or lease violations.

Table 8-4 reflects disposed narcotics and criminal activity cases which have been processed for eviction through the PHA Legal Department or through the managers from March 1, 2001 to March 31, 2003.

Table 8-4. Lease Enforcement Activity for MTW Years One and Two.

Case Type	Evictions	Partial Evictions
Narcotics	42	46
Criminal Activity	3	15

Quality of Life Program. Management and maintenance teams have instituted one-day initiatives at two housing developments to provide referrals for social services and to address lease violations, maintenance issues, delinquent rent, and late recertifications. Each one-day initiative includes follow-up activities such as police patrols, establishment of town watch, assessments for social services, initiation of eviction process for delinquent rent or lease violations, and completion of repairs. The citation enforcement system has

been implemented at Bartram and Mantua and the process is now being streamlined to maximize effectiveness

Community-Based Policing. The PHAPD continues to operate its community based policing initiative at 16 developments. Also, a patrol schedule has been established which provides police coverage throughout the city. The schedule is based on the CBMO areas and provides coverage at various locations and times.

Neighborhood Town Watch Groups. The Managing Director's Office of the City of Philadelphia continues to work with TSSI to establish watch groups throughout the city.

Police Advisory Board. The advisory board continues to work with the community to identify crime and quality of life issues. The advisory board is scheduled to meet in May of 2003.

SECTION 9: MANAGEMENT INFORMATION FOR LEASED HOUSING

A. Leasing Information

1. Target versus Actual Lease Ups.

Target: PHA expected to achieve a 100% voucher lease-up rate for MTW vouchers (13,500) issued by March 31, 2003.

Actual: PHA significantly exceeded leasing projections, achieving a lease-up of 15,691 units.

2. Information and Certification of Data on Leased Housing Management.

Ensuring Rent Reasonableness: PHA has established, uses, and continues to update a vast Philadelphia rent database that details rents by Philadelphia neighborhoods.

Expanding Housing Opportunities: PHA places an emphasis on increasing the supply of affordable housing and supports efforts aimed at housing rehabilitation and neighborhood revitalization. The authority also continues to promote homeownership opportunities through an extensive counseling, escrow, and sales program.

Deconcentration of Low-Income Families: PHA's MTW family program strives to effect upward mobility by assisting public housing residents in increasing their income. HOPE VI developments promote mixed-income communities by targeting different tiers of income.

3. Narrative/Explanation of Differences.

PHA met or exceeded the target performance goals specified in the MTW Annual Plans for Years One and Two.

B. Inspection Strategy

1. Results of Inspection Strategy.

Planned Versus Actual Inspections Completed by Category:

- Annual HQS Inspections- PHA met its goal of completing 100% of planned annual HQS Inspections.
- Pre-Contract HQS Inspections-PHA completed 100% of planned pre-contract HQS inspections. As of March 31, 2003, A total of 3,692 newly leased units passed inspection.
- HQS Quality Control Inspections-PHA completed 100% of planned HQS quality control inspections. Of the 15,691 occupied units a total of 1,068 units were inspected since April 1, 2002, representing 6.81% of occupied units which exceeds the stated goal of 5%.

HQS Enforcement:

- PHA continues to enforce 24 hour corrective action in the event of failed inspections. Re-inspections will be scheduled within 48 hours for routine deficiencies and 72 hours for emergency conditions. This process is controlled by customized software created to track inspection scheduling and results.

2. Narrative/Discussion of Differences.

PHA met or exceeded the target performance goals specified in the MTW Annual Plans for Years One and Two.

SECTION 10: RESIDENT PROGRAMS

A. Planned Versus Actual Activities.

Goals set for Resident Programs under MTW are presented in Table 10-1. PHA has four major areas of programs for residents.

Table 10-1. Resident Programs, Goals, and Total Number of Residents Served.

Program	Year One Goal	Year One Actual	Year Two Goal	Year Two Actual
1. Education, Life Skills and Employment Training	250 Residents	720 Residents	300 Residents	477 Residents
2. Self-Sufficiency Programs	Enhance Program to Include Public Housing Residents	Program developed and additional staff hired.	600 Households	1,083 Households
3. Youth Programs	700 Youth	849 Youth	840 Youth	1,710 Youth
4. Senior Services	1,250 Seniors	3,277 Seniors	1,500 Seniors	4,576 Seniors

1. Education, Life Skills and Employment Training Programs. These programs include a broad array of services including programs that provide college scholarships, Life Skills (such as conflict resolution and financial planning), and employment training programs such as the Pre-Apprentice Program, and a Certified Nursing Assistants Program. Under these programs PHA provides residents with a foundation in basic skills essential for establishing self-sufficiency.

2. Self-Sufficiency Programs. Under the Self-Sufficiency Programs PHA builds on the Education, Life Skills and Training Programs to provide residents with a comprehensive self-sufficiency program. Central to the Self-Sufficiency Programs are the development of a Family Economic Development Action Plan, which details each family/participant's plan of action to achieve self-sufficiency. These plans are developed closely with a self-sufficiency coordinator, to ensure that participants are able to maximize use of appropriate services, agencies, and opportunities to indeed achieve self-sufficiency.

This program also includes homeownership counseling which is also a major component in PHA's self-sufficiency programs. Under MTW, PHA is expanding its existing Section 8 Family Self-Sufficiency Program to an Economic Self-Sufficiency Program that will include public housing residents in addition to Housing Choice Voucher participants (formerly known as Section 8).

3. Youth Programs. PHA continued the operation of its Mobile Computer Labs manned by the Community Relations Unit (CRU) of the PHA's Police Department. The CRU, directed under CRDSS, visited more than 8 locations and served over 150 children. The labs provide internet access and educational software programs for children from pre-school through the sixth grade. A daily schedule has been implemented so that children in PHA's seven Early Childhood Centers can also benefit from regular use of the computers.

4. Senior Programs. PHA continues to expand its services to its senior residents. PHA works closely with the Philadelphia Corporation for Aging, for example, to provide comprehensive services and activities. PHA operates senior centers at Liddonfield, Wilson, Emlen Arms, Plymouth, Point Breeze, and Tasker Homes. The number of seniors served at Wilson Park, however, has been reduced due to relocation of residents for redevelopment activities.

Homeownership Programs

The following table represents the number of PHA households that have become Homeowners during the first two years of the Moving to Work Demonstration Program.

Table 10-2. Homeownership Programs.

Program	Year One (2001)	Year Two (2002)
5 (h) Homeownership	22	2
Turnkey III	4	2
Housing Choice Vouchers	5	15
Program Totals	31	18

Financial Institutions. PHA has established relationships with financial institutions that provide mortgages, financial management, seminars/workshops, contributions and bank accounts to all PHA residents and employees.

Available Grants for First Time Homebuyers. The Office of Housing and Community Development (OHCD) is providing \$800.00 towards down payment and closing cost beginning July 2003. The Pennsylvania Housing Finance Agency has grant programs that assist Disabled and Low-Income Individuals. HUD provides grants of up to 5% of the home purchase price under the AmeriDream program. Local financial institutions also has grant program attach to their products.

Housing Counseling Agency. Housing counseling provides pre-purchase and post-purchase counseling to all our residents in the Homeownership Programs. The counselors also participate with PHA's Homebuyers Club, which provides intensive six weeks training for first time home buyers.

Housing Choice Voucher Program. The HCV program tripled the number of units sold in Year 2002.

B. Results of 2003 Resident Survey.

PHA conducted a citywide survey to gauge resident satisfaction with management, maintenance, security and other issues. The results of the survey, along with detailed information on survey methodology are included in Attachment. Overall, PHA is pleased with the survey results which show:

82% of all households surveyed expressed satisfaction with their housing unit or home.

70% of all households surveyed expressed satisfaction with their development or building.

75% of all households surveyed expressed satisfaction with their neighborhood.

More than 82% of residents who requested maintenance repairs were satisfied with how easy it was to request the repairs and how well the repairs were completed.

90% of residents who requested repairs were satisfied with how well they were treated by the PHA staff person performing the repairs.

More than 80% of residents surveyed expressed satisfaction with the responsiveness and professionalism of PHA management staff.